Fisheries and Oceans Canada | Pêches et Océans Canada

Canadian Coast Guard | Garde côtière canadienne

CANADIAN COAST GUARD
INTEGRATED BUSINESS AND HUMAN RESOURCES PLAN
2013-2016

Safety First, Service Always

Canada

Published by:
Fisheries and Oceans Canada
Canadian Coast Guard
Ottawa, Ontario
K1A 0E6

Canadian Coast Guard Integrated Business and Human Resources Plan 2013-2016
Available on the Web: www.ccg-gcc.gc.ca

Également disponible en français

DFO/2013-1886
Cat. No. Fs151-16/2013E-PDF (ce numéro en français est : Fs151-16/2013F-PDF)
ISSN 2291-7977 (Online)

© Her Majesty the Queen in Right of Canada 2013

TABLE OF CONTENTS

COMMISSIONER'S MESSAGE *1*

INTRODUCTION *3*

1: WHO WE ARE AND WHAT WE DO *5*

Legal Mandate 5
Who We Serve and What We Do 6
How We Are Structured and Managed 7
Departmental Governance 8
External Advisory Groups 9

2: WHERE WE ARE NOW *10*

3: STRATEGIC PRIORITIES *14*

1. Renewing Assets 15
   A. Fleet Procurement 15
   B. Coast Guard's Shore-Based Asset Renewal 20
2. Renewing Service Delivery 21
   A. Enabling the Implementation of e-Navigation 21
   B. Advancing Nationally Consistent Service Delivery (Economic Action Plan 2012) 22
   C. Consolidation of Marine Communications and Traffic Services (MCTS) Centres 23
   D. Review of Marine Services Fees 24
3. Delivering Client-Focused Arctic Services 25
4. Strengthening Our Environmental Response Program 26
5. Reinforcing Contribution to Canada's Maritime Security 28

MANAGEMENT PRIORITIES *29*

1. Implementation of Budget Measures 29
2. Workforce Management 31
   A. Workforce Adjustment/Reductions 31
   B. Ships' Crew, MCTS and Engineering Programs 32
   C. Governance/Organizational Change 33

4: PEOPLE MANAGEMENT *35*

A. Effective Workforce Planning 35
B. Improving Organizational Context 38
C. Investing in Employee Learning and Performance 39
D. Maintaining Employment Equity Representation 41
E. Official Languages 43
F. Labour Relations 44

5: REGIONAL PERSPECTIVE *46*

Overview 46

6: WHAT WE DO EVERYDAY *49*

Marine Navigation 51
Marine Communications and Traffic Services 55
Search and Rescue Services 58
Environmental Response Services 60
Maritime Security 62
Fleet Operational Readiness 64
Fleet Operational Capability 65
Fleet Maintenance 65
Fleet Procurement 67
Shore-Based Asset Readiness 68
Canadian Coast Guard College 71
International Collaboration and Activities 74

7: FINANCIAL INFORMATION *76*

ANNEXES *80*

Annex A: Research and Development Program 80
Annex B: Auditor General's Recommendations (2000 and 2002): Crosswalk to 2013-2014 Business Plan Commitments 81
Annex C: Management Agenda 86

LIST OF ACRONYMS *87*

LIST OF TABLES

Table 1: CCG Planned Spending by activity and PAA Program, 2013-2014 (thousands of dollars) 50
Table 2: CCG Service Costs by activity and PAA Program, 2013-2014 (thousands of dollars) 50
Table 3: Total Number of CCG Full-time Equivalents (FTEs) – Utilization by activity and PAA Program and Sub-Program 51
Table 4: Marine Navigation Resource Profile, 2013-2014 (thousands of dollars) 52
Table 5: Aids to Navigation Resource Profile, 2013-2014 (thousands of dollars) 53
Table 6: Icebreaking Services Resource Profile, 2013-2014 (thousands of dollars) 55
Table 7: Marine Communication and Traffic Services Resource Profile, 2013-2014 (thousands of dollars) 57
Table 8: Search and Rescue Services Resource Profile, 2013-2014 (thousands of dollars) 60
Table 9: Environmental Response Services Resource Profile, 2013-2014 (thousands of dollars) 61
Table 10: Maritime Security Resource Profile, 2013-2014 (thousands of dollars) 64
Table 11: Fleet Operational Readiness Resource Profile, 2013-2014 (thousands of dollars) 68
Table 12: Shore-Based Asset Readiness Services Resource Profile, 2013-2014 (thousands of dollars) 70
Table 13: Coast Guard College Resource Profile, 2013-2014 (thousands of dollars) 73
Table 14: CCG Derivation of 2013-2014 Budget Allocation (thousands of dollars) 77
Table 15: CCG Vote 1 and Vote 5 Lower Level Budget Allocations (thousands of dollars) 77
Table 16: Financial Allocations by PAA Program, 2013-2014 (thousands of dollars) 78

Table 17: Financial Allocations by Region, 2013-2014 (thousands of dollars) 78
Table 18: Financial Allocation by PAA Program by Region, 2013-2014 (thousands of dollars) 78
Table 19: National Programs, 2013-2014 (thousands of dollars) 79
Table 20: CCG Vote-Netted Revenue Targets by PAA Program, 2013-2014 (thousands of dollars) 79

LIST OF FIGURES

Figure 1: CCG Management Structure 8
Figure 2: CCG Long-Term Acting Appointments 36
Figure 3: Aids to Navigation Map 53

COMMISSIONER'S MESSAGE

After a very eventful 2012, I am pleased to present our *2013-2016 Integrated Business and Human Resources Plan*. Over the last year, the Coast Guard has celebrated its Golden Jubilee and has undergone a significant transformation.

We had an immensely successful 50th Anniversary and we were acknowledged and honoured by many of our Canadian partners and international counterparts. Our anniversary activities gave us an opportunity to showcase our services and give Canadians a glimpse of who we are and what we do.

It was also a time for us to re-examine our organization and start implementing a transformation that will lead to a more-efficient, leaner Coast Guard. To address this, our Plan focuses on five strategic and two management priorities: Renewing our Assets, both sea-going and shore-based; Renewing Service Delivery; Delivering Client-Focused Arctic Services; Strengthening our Environmental Response Program; Reinforcing Contribution to Canada's Maritime Security; and the continued Implementation of Budget Measures and Workforce Management.

Our sea-going and shore-based assets allow us to provide the outstanding levels of service that mariners have come to expect. We are progressing well with the renewal of our fleet. We welcomed seven new vessels in 2012-13 and will be awarding contracts in 2013-14 for the construction of light and medium helicopters. In terms of shore-based assets, we will be developing an implementation plan for our Shore-Based Asset Renewal Initiative.

We are also continuing with the consolidation of a number of Marine Communications and Traffic Services Centres and expect to be completed by spring 2015. By investing in our infrastructure and equipment, to take advantage of today's technologies, we will continue to deliver the same level of service to Canadians.

Many employees were either directly or indirectly impacted by the organization's transformation in the last year. Coast Guard's organizational structure was changed from five regions: Pacific, Central and Arctic, Quebec, Maritimes, and Newfoundland and Labrador, to three regions: Western, Central and Arctic, and Atlantic. The new structure came into effect on October 1, 2012 and was implemented by April 1, 2013. Our focus will be to continue to support our employees as the organization settles into the new structure.

Demand for the Agency's services continues to increase, and this has placed pressure on the Agency's operating budgets as the effects of inflation become more evident. Even with our continued reduction in costs and increased efficiencies, we need to re-visit the current levels of Marine Services Fees. For well over a decade, these fees have provided essential financial support for the services provided for the direct benefit of the commercial marine industry, however, they do not fully recover the cost. This needs to be addressed. In 2013-14 we will continue to engage clients / users per requirements in the *User Fees Act* and finalize a methodology for allocating Coast Guard service costs to clients.

Amidst all these changes, the Coast Guard continues its operations and it is business as usual. We will carry on providing the levels of service that are expected by our partners, stakeholders and all Canadians. I firmly believe that the increased efficiencies through the evolution of our programs; sustainable investments in our assets; and closing the revenue gap, will help set a strong foundation for the Canadian Coast Guard for the next fifty years. Change is the one thing that is constant and we should always be prepared to adapt. However, let us not forget, *"Safety First, Service Always"*.

Marc Grégoire
Commissioner, Canadian Coast Guard

INTRODUCTION

As introduced last year, the Canadian Coast Guard (CCG) will continue to consolidate its business and strategic human resource information into one comprehensive document - the **"Integrated Business and Human Resources Plan".** This merger of key Agency strategic information forms an inclusive document that sets out, all under one roof, Coast Guard priorities and operational activities. It outlines in greater detail CCG's material in the Report on Plans and Priorities for Fisheries and Oceans Canada (DFO) that is tabled in Parliament every year.

The Plan is updated annually and continues to cover a three-year period. Some of the initiatives and commitments described in this year's Plan are responses to reviews and reports. When a commitment or initiative is in response to a review or report, we have indicated the type of review or report within its "Linked to..." reference. Examples of acronyms used for this purpose are "**AG**" for the 2007 Report of the Auditor General and "**CESD**" for the 2010 Commissioner of the Environment and Sustainable Development audit.

VISION
Through innovation and excellence, a recognized leader in maritime services and safety.

MISSION
Canadian Coast Guard services support government priorities and economic prosperity and contribute to the safety, accessibility and security of Canadian waters.

OUR VALUES
- Respect for democracy
- Respect for people
- Integrity
- Stewardship
- Excellence

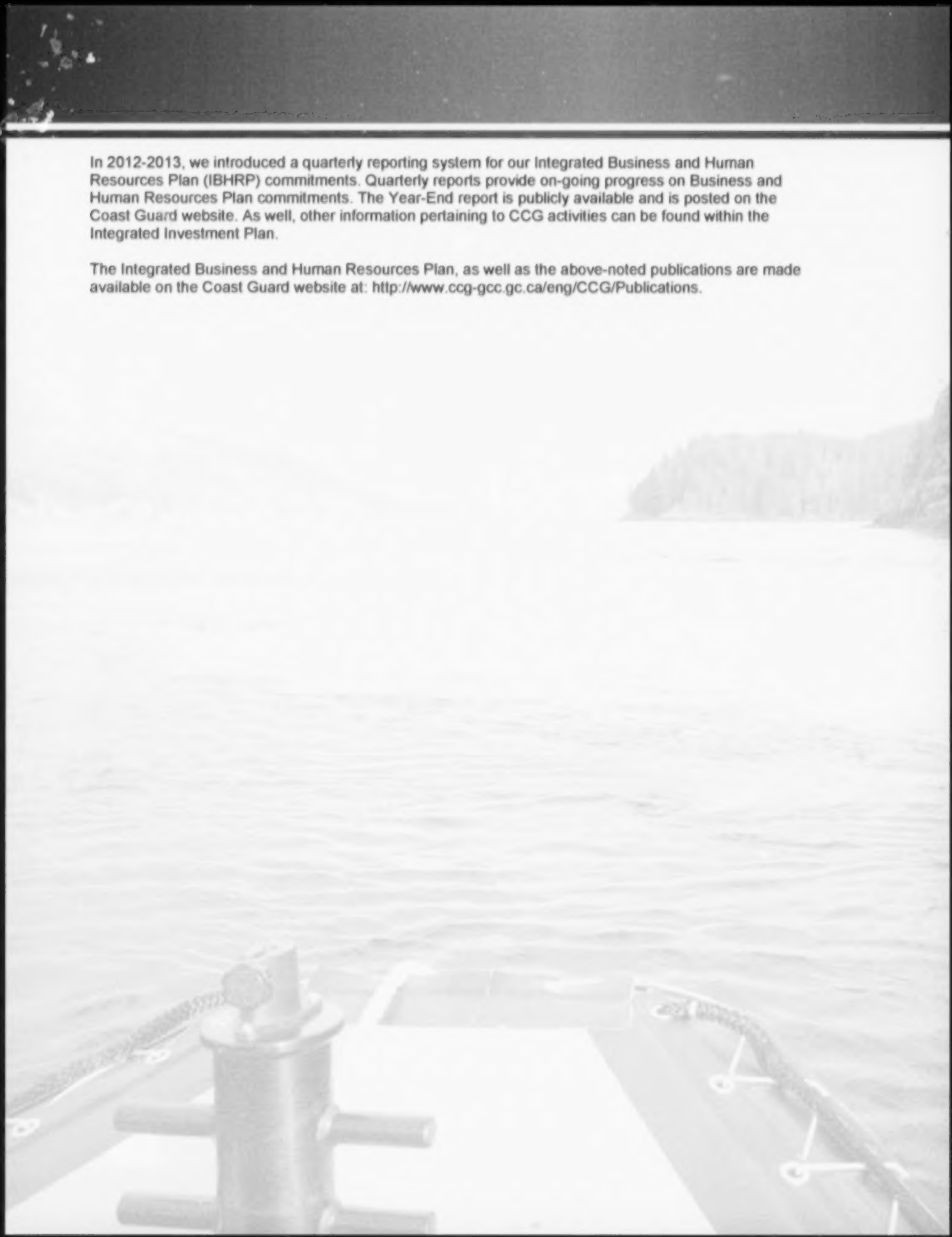
The Business Plan is divided into seven primary sections:

1. **Who We Are and What We Do** sets out our mandate, our clients, the way we are structured and managed, the general results we seek to achieve, and the way our activities link to the work of other government departments;
2. **Where We Are Now** summarizes our operating environment, with the associated impacts and risks;
3. **Strategic Priorities** and **Management Priorities** sets out and describes our priorities for the three-year period;
4. **People Management** outlines how the CCG will ensure it has the people, work environment, capacity and leadership to assure its success moving forward.
5. **Regional Perspective** describes region-specific activities;
6. **What We Do Every Day** describes our operational activities and ongoing services; and,
7. **Financial Information** sets out how we have allocated the funding provided by Parliament.

In addition, **Annexes**, includes information on research and development investments, how we are responding to recommendations from the Auditor General's Status Report, the management agenda, and a list of acronyms used by the CCG.

In 2012-2013, we introduced a quarterly reporting system for our Integrated Business and Human Resources Plan (IBHRP) commitments. Quarterly reports provide on-going progress on Business and Human Resources Plan commitments. The Year-End report is publicly available and is posted on the Coast Guard website. As well, other information pertaining to CCG activities can be found within the Integrated Investment Plan.

The Integrated Business and Human Resources Plan, as well as the above-noted publications are made available on the Coast Guard website at: http://www.ccg-gcc.gc.ca/eng/CCG/Publications.



SECTION 1

1: WHO WE ARE AND WHAT WE DO

ON AN AVERAGE DAY, CCG:

- Saves 15 lives;
- Assists 52 people in 27 search and rescue cases;
- Manages 2,135 ferries, tugs and commercial ship movements;
- Escorts 4 commercial ships through ice during the ice season;
- Carries out 11 fisheries patrols;
- Supports 8 scientific surveys;
- Supports 3 hydrographic missions;
- Deals with 3 reported pollution events; and
- Surveys 4 kilometres of navigation channel bottom.

A nationally recognized symbol of safety, the Canadian Coast Guard serves on three oceans, the St. Lawrence River and Great Lakes, and other major waterways. Often CCG is the only federal presence in many remote, Aboriginal, and Arctic communities. CCG operates 24 hours a day, every day of the year along the longest coastline in the world and in some of its most difficult weather conditions, (for information on what we do every day, please refer to Section 6, pages 49-75).

Legal Mandate

Coast Guard's mandate derives from the *Constitution Act, 1867*, which assigned exclusive legislative authority over navigation, shipping, beacons, buoys, lighthouses, and Sable Island to the Government of Canada.

The *Oceans Act* gives the Minister of Fisheries and Oceans responsibility for services for the safe, economical, and efficient movement of ships in Canadian waters through the provision of aids to navigation, marine communications and traffic management services, icebreaking and ice management services, and channel maintenance. It also gives the Minister responsibility for the marine component of the federal search and rescue program, marine pollution response, and support to other government departments, boards, and agencies through the provision of ships, aircraft, and other services. The *Canada Shipping Act*, 2001 gives the Minister of Fisheries and Oceans responsibilities, powers, and obligations with respect to aids to navigation, search and rescue, pollution response, and vessel traffic services.

Under the *Arctic Waters Pollution Prevention Act (AWPPA)*, a Ministerial Order may be signed for and issued on behalf of the Governor-in-Council by the Minister of Transport, to provide support and visible written authority for actions taken on their behalf by a designated On-scene Commander of an Arctic spill incident. Subject to regulations under AWPPA and to applicable inter-agency agreements, the Canadian Coast Guard has lead federal response-agency responsibility for ensuring responses for all ship-source spills and mystery-source pollution spills in waters under Canadian jurisdiction that may occur, for example, as a result of loading or unloading to or from ships or oil-handling facilities.

Who We Serve and What We Do

Operating as Canada's only national civilian fleet, we provide a wide variety of programs and services to Canadians on four equally important levels: delivering CCG's own programs; supporting Fisheries and Oceans Canada (DFO) programs; supporting other government departments; and supporting government decisions, priorities and the broader federal agenda.

CCG plays a critical role in the lives of Canadians by operating along the single longest coastline in the world, including the Great Lakes, the St. Lawrence Seaway System, and the Mackenzie River. We provide services to commercial shippers, ferry operators, fishers, recreational boaters, ports, coastal communities, other federal government departments and the general public. For example:

- We are mission-ready 24 hours a day, 7 days a week and operate in almost all conditions. When extreme weather hits and other vessels are being called into port, Coast Guard vessels are often asked to head out to sea to save lives, to break ice to free trapped vessels, or to provide whatever assistance is needed to enable safe passage;

- We are a visible symbol of federal presence and provide the capacity to assert Canadian sovereignty, especially in the Arctic;

- We support on water safety and security by responding to mariners in distress, disasters and emergencies with one of the most effective maritime search and rescue systems in the world, supported by the air assets of the Canadian Forces and the volunteers of the Canadian Coast Guard Auxiliary;

- We contribute to Canada's overall economic prosperity by providing essential support for our country's $170 billion global and domestic marine trade industry[1]. For instance, we maintain and service fixed and floating aids to navigation that mark safe passages through our waterways. We also provide essential icebreaking services that enable ships to move safely and efficiently through ice-covered waters in Eastern Canada and the Great Lakes throughout the winter, and in the Arctic during much of the Northern navigable season. Icebreaking services keep most Canadian ports, especially Montreal, open for business year-round, prevent flooding along the St. Lawrence River, and support ferry operators, fishers, and coastal communities;

- We are the lead federal agency for ensuring responses to all ship-source and mystery-source spills in waters over which Canada has jurisdiction, with enhanced responsibilities in the Arctic;

- We support science activities by providing platforms for scientists from DFO and other federal government departments such as Environment Canada, Natural Resources Canada and the Natural Sciences and Engineering Research Council of Canada. We facilitate important scientific activities and research such as science surveys essential for determining biomass and stock assessments leading to fisheries allocations; charting to enable safe navigation; freshwater research in the Great Lakes; seabed mapping to help establish Canada's claims under the United Nations Convention on the Law of the Sea; and research to assess the changing ocean conditions and the impacts of climate change;

---

1 Source: Transport Canada 2010 Report, Committed to Marine Safety, Security, Trade and the Environment

- We support the security and enforcement activities of DFO with vessels dedicated primarily to fisheries enforcement to ensure an orderly and sustainable fishery that complies with fisheries regulations. We also support the maritime security activities of the Royal Canadian Mounted Police (RCMP) by participating in a joint program on the Great Lakes and St. Lawrence (the Marine Security Enforcement Team (MSET)), as well as maritime security activities of the Department of National Defence, the Canada Border Services Agency, and Public Safety Canada; and

- We support the non-military activities of other Canadian government departments including those of the Department of Foreign Affairs and International Trade, Health Canada, and Transport Canada.

How We Are Structured and Managed

As a result of several efficiency-based initiatives, such as Standard Organization and Strategic Review, in 2012-13 the Canadian Coast Guard reorganized its shore-based organization with a view to become leaner and to streamline the chain of command, with less overhead. These changes are also based on the need to achieve greater cost savings for taxpayers. The following outlines those changes. Further information can be found in the Management Priorities and Regional Perspective sections. See pages 29 and 46 respectively.

The Canadian Coast Guard is a national agency with its headquarters in Ottawa (the National Capital Region) and now with three regions (Atlantic, Central and Arctic (including Quebec) and Western). CCG is a highly decentralized organization, with approximately 90% of its employees located outside of the National Capital Region.

The Commissioner is the Chief Executive Officer of the Agency, reporting and accountable to the Deputy Minister of Fisheries and Oceans Canada for the performance of the Coast Guard. The Commissioner has the full authority of an Associate Deputy Minister, with the exception of Section 33 of the *Financial Administration Act*, reflecting the intention of the Coast Guard to rely on DFO for comptroller functions. The Coast Guard has two Deputy Commissioners, both of whom report to the Commissioner: the Deputy Commissioner, Operations and the Deputy Commissioner, Vessel Procurement.

At Headquarters, there are five directorates – National Strategies, Operations (including Fleet and Maritime Security), Integrated Technical Services, Integrated Business Management Services, and Major Projects – each led by a Director General (DG) who is responsible for policies, programs, plans, and service standards for their respective functional areas. Each of the three regions is led by an Assistant Commissioner (AC) who is responsible for directing the delivery of all Coast Guard services in the region under their responsibility, consistent with national standards, policies and practices.

This organization and governance information is shown in Figure 1.

Figure 1: CCG Management Structure

CCG Commissioner
Deputy Commissioner, Vessel Procurement
Deputy Commissioner, Operations
Director General, Major Projects
Assistant Commissioner, Atlantic
Director General, Operations
Assistant Commissioner, Central & Arctic (including Quebec)
Director General, Integrated Technical Services
Assistant Commissioner, Western
Director General, National Strategies
Director General, Integrated Business Management Services
Executive Director, CCG College

Coast Guard Management Board (MB) is the Agency's senior decision-making body. The Board is chaired by the Commissioner and comprises the Deputy Commissioners, the Directors General, the Assistant Commissioners and the Executive Director of the College. The Senior Human Resources Advisor, the Senior Legal Advisor, the Senior Financial Advisor, the Senior Communications Advisor, and the Executive Advisor to the Commissioner are ex-officio members of MB. MB is supported by a number of permanent and temporary sub-committees.

Departmental Governance

Departmental Management Board is comprised of all Assistant Deputy Ministers (including the Commissioner and Deputy Commissioners of the Coast Guard) and other key senior management staff and is the senior decision-making body responsible for providing overall stewardship of the department's operational management issues.

Further, in support of the redesigned Management, Resources and Results Structure (MRRS) and Program Alignment Architecture (PAA), the foundation of a government-wide approach aimed at strengthening the management and accountability of public expenditures and clearly demonstrating results for Canadians, a new governance structure for the Department was put in place effective January 2011. Strategic Outcome Committees – for the Department's 3 Strategic Outcomes, being 'Economically Prosperous Maritime Sectors and Fisheries', 'Sustainable Aquatic Ecosystems' and 'Safe and Secure Waters', and also for Integrated Business Management - were struck to work collaboratively, across the department. The objectives are to ensure programs and activities within its scope are oriented, organized, resourced and managed in an integrated, efficient and effective fashion.

External Advisory Groups

National Marine Advisory Board (NMAB) and Regional Marine Advisory Boards (RMABs) – The NMAB and its six regional counterparts (RMABs) are the Coast Guard's primary interface with the marine shipping industry. They provide a forum for discussion of shared priorities and objectives, as well as for the feedback on service delivery that CCG requires as a service provider.

CCG also participates in Transport Canada-led national and regional Canadian Marine Advisory Councils and Recreational Boating Advisory Councils. Additionally, at the regional level, CCG consults with a variety of stakeholders, including fishers and recreational boaters, through various local fora such as Local Marine Advisory Councils and Fishers' Advisory Groups.

Strategic Advisory Council (SAC) – Chaired by the Deputy Minister of Fisheries and Oceans Canada, SAC comprises Deputy Ministers from departments and agencies that receive support or services from Coast Guard. SAC's role is to provide input to strategic decisions and performance feedback on CCG service delivery.

Senior Project Advisory Committee (SPAC) – Chaired by the Deputy Commissioner, Vessel Procurement and comprised of senior departmental officials from Coast Guard and from other involved federal departments, SPAC provides a forum to orient major procurement projects to achieve national objectives.

The Canadian Coast Guard College Advisory Council – Chaired by the Deputy Commissioner, Operations – the Council is responsible for the provision of strategic advice and information relative to:

- Emerging operational and technical trends, challenges and opportunities in the national and global maritime context;
- Emerging changes and trends in the field of maritime education and recruitment, training and systems; and
- Current and future educational and training partnership initiatives.

The Council ensures the CCG-College has the breadth of national and global exposure to maritime knowledge and insight, to fulfill its present and future mandate.

2: WHERE WE ARE NOW

Coast Guard faces risks and challenges which place pressure on program delivery and operational capacity, but which also provide positive opportunities for CCG to transform the way it does business as it continues to strive for excellence in serving Canadians and remain responsive to their evolving needs.

CCG's risks and challenges have been identified from a number of sources including:

- The 2013 Budget (March 29, 2012) prioritizing jobs, growth and long-term prosperity as a cornerstone of Government policy;
- Reports of Parliamentary Committees containing analyses and recommendations bearing on Coast Guard, such as the need to renew its capacity and assets;
- Internal and external reviews, audits and evaluations such as the 2007 Report of the Auditor General, and the 2010 Audits of the Office of the Auditor General (OAG) respecting federal Climate Change Adaptation and Pollution at Sea;
- Departmental and Agency environmental scanning and CCG business situation analysis; and,
- Risk profiling work conducted at the departmental, agency (2009) and program levels.

In 2013-14, the CCG will be updating its Agency Risk Profile. See page 33 for further details.

WE WILL RESPOND TO THIS CHALLENGE / RISK....	WITH THESE STRATEGIES OR KEY INITIATIVES	WHICH ARE DESCRIBED IN DETAIL ON PAGE
Human Capital – Maintaining a Skilled and Knowledgeable Workforce **Human Capital is identified as a Mission Critical Risk in DFO's Corporate Risk Profile** The Coast Guard's immediate focus is to ensure that our dedicated and professional employees continue to maintain quality service delivery, particularly in response to our recent transition. In the medium- to long-term, the CCG will be challenged to effectively forecast its future workforce needs and to retain corporate knowledge, particularly of its at-risk groups and key positions.	Effective Workforce Planning	35
	Investing in Employees Learning and Performance	39
	Marine Communications and Traffic Services Technical Training Program	57
	SAR Capacity and Capability	58
	Ongoing implementation of the Ships' Crew, MTCS and Engineering Certification Program	32

...CONTINUED

...CONTINUED

WE WILL RESPOND TO THIS CHALLENGE / RISK....	WITH THESE STRATEGIES OR KEY INITIATIVES	WHICH ARE DESCRIBED IN DETAIL ON PAGE
Evolving Demand for Coast Guard Services The Canadian Coast Guard is facing an operating environment which requires the capacity to respond to emerging Government of Canada maritime priorities as well as the support requirements of various other government departments. CCG must balance, within available resources the demand to provide current services with the introduction of new services while continuing to meet high client and public expectations. With the improving Canadian economy and longer shipping seasons in the Arctic, marine traffic is anticipated to increase in the medium to long term. Higher traffic volume is expected to increase the rate of traffic and related marine incident occurrences, as well as to increase demand for other services such as icebreaking services on the Great Lakes and support in the Arctic. In addition, the Arctic continues to be a cornerstone of the government's policy agenda, including its actions and presence for sovereign development and the stewardship of Northern waters. These are creating new challenges and opportunities for Coast Guard. Concurrently the CCG is faced with the need to adapt to technological changes in the maritime sector (e.g. professional mariners demanding greater access to electronic navigation information), and climate-change impacts (unpredictable and changing ice conditions, fluctuating water levels and the extension of shipping seasons). These demands have placed increased pressure on Coast Guard programs, and are a significant challenge to the Agency given its decreasing budget.	Procurement of New and Replacement Vessels	16
	CCG's Shore-Based Asset Renewal Plan	20
	An Arctic Strategy that will define CCG's approach to establishing efficient and safe Northern marine corridors	25
	Strengthening our Environmental Response Program	26
	Implementation of e-Navigation	21
	Post-Panamax Study, St. Lawrence River	54
	NAVAREAs (Navigational Areas)	56
	Marine Security Operations Centres (MSOCs)	63
	Marine Security Enforcement Teams (MSET)	62
Physical Infrastructure – Aging Assets* This risk is directly linked to the Mission Critical Risk of Physical Infrastructure that has been identified in DFO's Corporate Risk Profile. There are also potential links to the Mission Critical Risk on Communications & Reputation. Since 2005, $6.8B in fleet investments has been committed for the Canadian Coast Guard (for more details, see Strategic Priorities: 1. Renewing Assets,	Maintain the Fleet Renewal Plan to ensure congruence with Government directions and Coast Guard's long-term vision of its programs and services	15
	Procurement of New and Replacement Vessels	16

*Identified in the Agency 2009 Risk Profile.

...CONTINUED

...CONTINUED

WE WILL RESPOND TO THIS CHALLENGE / RISK....	WITH THESE STRATEGIES OR KEY INITIATIVES	WHICH ARE DESCRIBED IN DETAIL ON PAGE
page 15). While this funding will improve the condition of the fleet over time as existing vessels are repaired and new vessels are procured and delivered, currently, 78% of Coast Guard large vessels exceed their operational life and recent condition assessments demonstrate that 97% require significant refurbishment or repair. Moreover, of Coast Guard's 22 helicopters, 95% exceed their operational life. The small-vessel fleet has a better age profile as it has benefited from recent vessel delivery. Coast Guard is also faced with the challenge to deliver maritime services and maintain operational fleet capabilities with a shore-based infrastructure (e.g., CCG bases, fixed aids to navigation, radio towers, and Marine Communications and Traffic Services (MCTS) facilities) that is aging and is beyond its overall operational life expectancy. Despite significant investments, shore-based assets continue to deteriorate or become outdated or rendered obsolete as a result of technological advances leading to issues such as equipment failures and inadequate preparedness levels.	CCG's Shore-Based Asset Renewal Plan	20
	CCG Vessel Life Extension and Mid-Life Modernization Program	66
	Aids to Navigation and MCTS Programs Capital Investment	52/69
	Develop an equipment recapitalization plan based on the results of the Environmental Response Capacity Review.	29
Partnerships in Service Delivery* Also identified in DFO's Corporate Risk Profile, as Partnering and Collaboration. The Agency works with and relies on other federal government departments, agencies, and volunteers (such as the Canadian Coast Guard Auxiliary and a variety of other stakeholders) to help fulfill federal mandates for Canadians. CCG's challenge in this regard is to strengthen the effectiveness of our partnerships and devise new ways and means to improve productivity. CCG must work with our partners to address functions critical to CCG programs and services which include human resources and corporate services, acquisitions, procurement, inputs to service delivery and secure administrative and program efficiencies.	Strengthening our Environmental Response Program	26
	Implementation of e-navigation	21
	Post-Panamax Study, St. Lawrence River	54
	Marine Security Enforcement Team	62
	Marine Security Operations Centres	63

*Identified in the Agency 2009 Risk Profile.

...CONTINUED

...CONTINUED

WE WILL RESPOND TO THIS CHALLENGE / RISK....	WITH THESE STRATEGIES OR KEY INITIATIVES	WHICH ARE DESCRIBED IN DETAIL ON PAGE
Managing Information for Decision-Making **This CCG risk is directly linked to the corporate risk of Information for Decision-Making that is identified in DFO's Corporate Risk Profile.** A number of reports, reviews, and exercises have highlighted the need for Coast Guard to improve its ability to acquire, apply, manage and communicate the information needed for business, operational, maintenance and investment decision-making, as well as in reviewing performance measurement. Such information is critical to support day-to-day operations, for strategic decision-making.	Modernization of the Business Management and Resource Allocation Process Reviewing Agency Risk Profile	34 33
	Enabling the Implementation of e-Navigation	21
	Marine Security Operations Centres	63
Financial Capacity **Financial Capacity is identified as a Mission Critical Risk in the DFO Risk Profile.** CCG strives to maintain service levels to Canadians while being challenged by decreasing funds. These reductions come from many areas including administrative reductions, unfunded salary increases and vote netted revenue shortfalls and more recently, through Budget Measures. In parallel, the cost of doing business is rising (e.g. increasing costs to maintain and repair assets, vulnerability to marine fuel price fluctuations). Possible consequences include falling short of reliability targets for aids to navigation or failure of marine structures which could impact public safety. There are implications for CCG's capital program as assets deteriorate to the point where significant capital investment will be required to make major repairs or replace assets that could impact the CCG's ability to fulfill its mandate. Current CCG Marine Services Fees do not recover the full cost of services allocated to the commercial marine industry. To address this revenue shortfall CCG will pursue an incremental approach based on preconditions set out in the *User Fees Act*.	Modernization of the Business Management and Resource Allocation Process	34
	Review of Marine Services Fees	24
	CCG's Shore-Based Asset Renewal – 15 year plan for shore-based assets capital investments.	20

SECTION 3

3: STRATEGIC PRIORITIES

The Coast Guard is responding to the risks and challenges outlined in Section 2 with the following strategic and management priorities that continue to focus on three critical success factors - our people, our assets and our future. See page 10.

In addition to the priorities discussed in this section, CCG manages a wide variety of day-to-day operations and activities, details of which can be found in Sections 4, 5 and 6. See pages, 35-45, 46-48, and 49-75 respectively.

STRATEGIC PRIORITIES

1. Renewing Assets
2. Renewing Service Delivery
3. Delivering Client-Focused Arctic Services
4. Strengthening Our Environmental Response Program
5. Reinforcing Contribution to Canada's Maritime Security

MANAGEMENT PRIORITIES

1. Implementation of Budget Measures
2. Workforce Management

STRATEGIC PRIORITIES

1. Renewing Assets

2012-13 Accomplishments

- Implemented a Project Management Framework.
- Accepted delivery of seven new vessels, including, three Mid-Shore Patrol Vessels, two 22-metre and one 25-metre Near-Shore Fisheries Science Vessels and one Specialty Vessel.
- Awarded a construction engineering contract to Vancouver Shipyards Co. Ltd. for the Offshore Fisheries Science Vessels.
- Conducted the Preliminary Design Review for the Polar Icebreaker.
- Signed a contract with Vancouver Shipyards Co. Ltd. for preparatory work in support of the detailed design of the Polar Icebreaker.

As an operational Agency, the Canadian Coast Guard relies heavily on its assets to deliver maritime programs and services critical to Canadians. The majority of Coast Guard's annual budget supports operational readiness, including the acquisition, operation, and maintenance of fleet assets (e.g. vessels, small craft and helicopters) and of shore-based assets (e.g. communication towers, radio equipment, aids to navigation). These assets are essential in ensuring that Coast Guard can deliver its mandated activities and support the operations of Fisheries and Oceans Canada and other government departments. This includes supporting economic prosperity, sustainable aquatic ecosystems, the safety and security of navigational waterways, and contributing to Canada's sovereignty.

Coast Guard identified investment in the asset base as a high risk area, anticipating that the organization may be unable to procure and maintain its assets in a timely fashion, in order to deliver mandated services. Coast Guard's asset renewal initiatives are, therefore, essential to ensure the maintenance and optimization of its operational capabilities and readiness and to position it as an enduring organization that can effectively and efficiently serve Canadians into the future.

A. Fleet Procurement

The Government of Canada has demonstrated a strong commitment to the Canadian Coast Guard and Canada's shipbuilding industry. Since 2005, a total of $6.8B has been committed for fleet investments in addition to the small vessels and craft that Coast Guard funds from its annual capital budget.

This includes: $1.4B previously committed from Federal budgets between 2005 and 2010 to acquire nine mid-shore patrol vessels, four offshore scientific research vessels, one air cushion vehicle and a polar icebreaker; $175M as part of Canada's 2009 Economic Action Plan to undertake major repair work on 40 large vessels and to acquire 98 new small vessels and craft; and $5.2B as part of Canada's 2012 Economic Action Plan for new vessels and helicopters, and work related to repairing and refitting existing vessels.

Since 2009, the Canadian Coast Guard has successfully delivered three mid-shore patrol vessels, CCGS *Private Robertson V.C.*, CCGS *Caporal Kaeble V.C.* and *CCGS Corporal Teather C.V.*, the air cushion vehicle CCGS *Mamilossa*, five 47 feet motor lifeboats, three specialty vessels, three near-shore fishery research vessels, 30 environmental barges and 60 small craft. In addition, the procurement of up to 24

helicopters and 12 large vessels (7 of which are currently under construction), as well as Vessel Life Extensions for 16 vessels, is ongoing.

These investments are allowing Coast Guard to continue renewing its fleet, as current vessels reach the end of their operational lives. It also ensures that the Agency can continue to carry out its mandate of saving lives, keeping Canadian ports and waters safe and accessible, protecting fisheries, supporting maritime security, Canadian sovereignty, marine scientific research, and protecting the marine environment.

Coast Guard's Fleet Procurement Strategy

The Government of Canada's investment in the Canadian Coast Guard fleet addresses priorities outlined in the Coast Guard's Fleet Renewal Plan (FRP). The FRP is an investment strategy that outlines the appropriate number, classes and mix of vessels and helicopters needed over 30 years to maintain current programs and services. It is based on sound procurement principles such as multi-taskability and appropriate life-cycle management practices, and is adaptable to the evolving needs of the Government. The Plan also schedules appropriate life-cycle asset management measures, such as mid-life modernizations, in order to maximize the operational life of the Fleet.

The renewal of the Canadian Coast Guard's fleet of large and small vessels is taking place within the context of the National Shipbuilding Procurement Strategy (NSPS). The NSPS established a long-term strategic sourcing relationship between the Government of Canada and two Canadian shipyards for the construction of its large vessels. Coast Guard's Polar Icebreaker and four offshore science vessels are part of the non-combat component of the NSPS, and will be constructed by Vancouver Shipyards Co. Ltd.

In February 2012, a major milestone was reached with the signing of an umbrella agreement with the shipyard. Currently, Coast Guard is in contract with Vancouver Shipyards for preparatory work in support of detailed design of the polar icebreaker. For the scientific vessels, designs have been completed and a construction engineering contract has been signed with Vancouver Shipyards for the Offshore Fisheries Science Vessels. Construction in the yard is expected to begin in 2014.

Under the NSPS, small vessel construction will be open for competitive bid by Canadian shipyards other than the two selected to build large vessels, and ongoing refit and repair work will be open to all Canadian shipyards through a competitive process. While not part of the NSPS, helicopters will also be procured competitively.

Current Vessel Procurement Projects

Mid-Shore Patrol Vessels (MSPVs)

The Mid-Shore Patrol Vessels project will acquire nine MSPVs for the Canadian Coast Guard Fleet. Five of the nine MSPVs will be used primarily to support the Conservation and Protection Program in the Atlantic and Western Regions. The other four vessels will be used in a joint program with the Royal Canadian Mounted Police to enhance maritime security along the Great Lakes - St. Lawrence Seaway system.

The project is currently in the construction phase of implementation. The first three MSPVs, CCGS *Private Robertson V.C.*, the CCGS *Caporal Kaeble V.C.* and the CCGS *Corporal Teather C.V.* were successfully delivered in 2012-13. CCG expects delivery of the next three MSPVs in 2013-14 and the final three in 2014-15.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Accept delivery of three Mid-Shore Patrol Vessels.	AG, A-base, FRP, RPP	DG, MP	
2014-2015			
Accept delivery of the last three Mid-Shore Patrol Vessels.	AG, A-base, FRP, RPP	DG, MP	

Offshore Fisheries Science Vessels (OFSVs)

Coast Guard is procuring three Offshore Fisheries Science Vessels (OFSV) to support critical scientific research and ecosystem-based management. The design of the vessels was completed in early 2012, and a construction engineering contract was awarded in February 2013. Coast Guard is working with Vancouver Shipyards Co. Ltd. toward the delivery of all three vessels by 2016-17; however, delivery dates will be negotiated with Vancouver Shipyards as they prepare for production.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Construction engineering for the Offshore Fisheries Science Vessels is completed.	FRP, RPP	DG, MP	
2014-2015			
Construction contract for the Offshore Fisheries Science Vessels is awarded.	FRP, RPP	DG, MP	
2015-2016			
Accept delivery of the first two Offshore Fisheries Science Vessels.	FRP, RPP	DG, MP	

Offshore Oceanographic Science Vessel (OOSV)

The Offshore Oceanographic Science Vessel project will acquire a replacement vessel for the Canadian Coast Guard's largest science vessel — CCGS *Hudson*. This vessel was built in 1963 and its replacement is critical to the fulfillment of the Department's science mandate as well as mandates of other government departments and agencies. The vessel currently operates on the east coast of Canada.

The design contract for the OOSV was completed in November 2011, and work is underway to award the production construction engineering contract. Coast Guard is working with Vancouver Shipyards Co. Ltd. to advance this project. The OOSV is expected to be delivered by 2017; however, the delivery date will be negotiated with Vancouver Shipyards as they prepare for construction. A firm delivery date is expected to form part of the Construction Contract anticipated in 2015-16.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2014-2015			
Construction engineering contract for the Offshore Oceanographic Science Vessel is awarded.	FRP, RPP	DG, MP	
2015-2016			
Construction contract for the Offshore Oceanographic Science Vessel is awarded.	FRP, RPP	DG, MP	

Note: Construction schedule remains subject to negotiation with shipyard.

Polar Icebreaker

Budget 2008 announced funding for the procurement of Canada's first Polar Icebreaker, CCGS *John G. Diefenbaker*. This vessel is the centerpiece of the Government of Canada's Northern Strategy. The new Polar Icebreaker will help strengthen Canada's Arctic sovereignty. The vessel will be able to operate in the Arctic in more difficult weather conditions and for a longer period of time each year than is currently the case - three seasons instead of the current two seasons.

CCGS *John G. Diefenbaker* will be designed, built, and delivered following the decommissioning of the Coast Guard's largest and most capable heavy icebreaker, CCGS *Louis S. St-Laurent*.

A vessel design contract was awarded to STX Canada Marine of Vancouver, British Columbia, in November 2011, and is progressing in accordance with established milestones and expectations. Final Design Review is expected to be completed by the end of 2013.

The schedule for the Polar Icebreaker project beyond 2013-14 is subject to revision pending ongoing analysis and alignment to the long-term objectives of the National Shipbuilding Procurement Strategy, followed by negotiation of contracts and delivery schedules with the shipyard.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Conduct the Final Design Review for the Polar Icebreaker.	FRP, RPP	DC, VP	
2014-2015			
To be determined*	FRP, RPP	DC, VP	
2015-2016			
To be determined*	FRP, RPP	DC, VP	

* Schedule is currently under review and subject to change pending alignment to long-term objectives of the National Shipbuilding Procurement Strategy and negotiation of contracts and delivery schedules with the shipyard.

Air Cushion Vehicle (ACV)

Coast Guard is procuring an Air Cushion Vehicle (or hovercraft) to replace CCGS *Penac* at the Canadian Coast Guard Sea Island Hovercraft Base in Richmond, British Columbia. It will provide ongoing search

and rescue coverage in the area, allowing the Canadian Coast Guard to continue to fulfill its mandate and maintain current levels of service.

The ACV construction contract was awarded in March 2011. In 2012-13, construction progressed in accordance with negotiated contracted milestones. Construction has since progressed towards a final delivery date in 2013-14.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Accept delivery of the Air Cushion Vehicle.	FRP, RPP	DG, MP	

Helicopters

The Helicopters project will acquire up to 24 helicopters, including up to 22 replacement helicopters to renew the capability of the existing fleet, with two helicopters to support the Polar Icebreaker, CCGS *John G. Diefenbaker*. The helicopters will support critical programs and services across the country.

The Canadian Coast Guard engaged the aviation industry from September 2012 through March 2013, to achieve a fair and transparent process, as well as ensuring that Canada procures helicopters that meet its requirements at a competitive cost. It is expected that the contracts for the acquisition of light and medium helicopters will be awarded in 2013-14.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Contract for the acquisition of light helicopters is awarded.	FRP, RPP	DG, MP	
Contract for the acquisition of medium helicopters is awarded.	FRP, RPP	DG, MP	
2014-2015			
Contract for the acquisition of the helicopter simulator is awarded.	FRP, RPP	DG, MP	
Accept delivery of the first light helicopter.	FRP, RPP	DG, MP	
Accept delivery of the first medium helicopter.	FRP, RPP	DG, MP	
2015-2016			
Accept delivery of the last medium helicopter.	FRP, RPP	DG, MP	

Project Management

Project Management is a key priority within the Canadian Coast Guard and the Agency is continuously striving to further improve its well-established project management practices along the following key initiatives:

- In 2012-2013, Vessel Procurement successfully implemented a Project Management Framework with the aim of mandating a shared approach to project management. As part of the operationalization of

this Framework, Coast Guard has developed several Project Management Directives in key project management areas, in order to provide instruction and further guidance for the management of projects in a more consistent manner across the Canadian Coast Guard. These directives will be implemented in a phased approach throughout 2013-2014, with the aim to be issued as guidance to the CCG project management community prior to year-end.

- Additionally, in 2013-2014 the Canadian Coast Guard will be conducting a Maturity Assessment of its overall project management capacity. This Maturity Assessment will be based on a Maturity Model aligned with the twelve key project management areas outlined in the Treasury Board of Canada Standard for Organizational Project Management Capacity.

- Simultaneously, Fisheries and Oceans' Internal Audit Directorate is also conducting an independent consultative engagement to objectively assess, against a set of objective criteria, the Canadian Coast Guard management's degree of preparedness regarding the implementation of the Fleet Asset Renewal program.

The findings of the above initiatives will allow the Canadian Coast Guard to develop a plan to further strengthen its project management capacity and expertise, in light of ever-evolving best practices.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Complete Project Management Directives.		DC, VP	DG, ITS DG, MP
Develop and begin implementation of an Action Plan to improve project management within Coast Guard.		DC, VP	DG, ITS DG, MP
2014-2015			
Finalize implementation of the Action Plan to improve project management within Coast Guard.		DC, VP	DG, ITS DG, MP

B. Coast Guard's Shore-Based Asset Renewal

The indicative recapitalization estimate for shore-based assets in support of CCG programs (Aids to Navigation, Icebreaking Services, Waterways Management, Marine Communications & Traffic Services, Environmental Response and Search and Rescue) is approximately $2.0 billion over the next 15 years.

Although short to medium-term planning for shore-based infrastructure is incorporated into the CCG Integrated Investment Plan, CCG has been unable to keep pace with the overall decline in shore-based asset condition despite significant investments made over time. The objective of the Shore-Based Asset Renewal (SBAR) Plan is to address the recapitalization of CCG's shore-based assets.

In 2012-2013, as a first step to ensuring the sustainable maintenance and mix of shore-based assets in support of CCG programs now and into the future, CCG worked to develop a clear understanding of the state of our shore-based assets and their associated recapitalization costs. The SBAR Plan outlines the estimated recapitalization costs if the Agency was to proceed with replacement or recapitalization of our existing shore-based assets, as well as estimated investments to support our existing asset base over the next 15 years.

Given the magnitude of the recapitalization estimate, CCG set out to identify possible mitigation strategies to reduce recapitalization costs, while aligning our asset base with current and future program needs. As part of this initiative, potential mitigation strategies for shore-based asset renewal were discussed by a group of subject matter experts from across the country. Next steps include selecting, defining and assessing the strategies that will be the most beneficial to meet SBAR principles and objectives. This work will support the completion of the Shore-Based Asset Renewal Plan and will allow CCG to plan and prioritize operational requirements, strategic investment initiatives, replacement, and divestiture activities across the Agency's asset-intensive programs.

In 2013-2014, CCG will complete the definition phase of the Shore-Based Asset Renewal Initiative, which includes identification and assessment of asset renewal initiatives by program and development of an implementation plan.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Complete the definition phase of the Shore-Based Asset Renewal initiative.	RPP	DG, NS DG, ITS DG, Ops	

2. Renewing Service Delivery

A. Enabling the Implementation of e-Navigation

CCG continues to take a leadership role in e-Navigation both domestically and internationally, in order to be at the forefront of its implementation and to influence international standards. In Canada, this means implementing e-Navigation in a coordinated and organized manner and collaborating with multiple federal departments and the shipping industry.

Canada's approach with regards to consulting mariners on their needs for e-Navigation on an on-going basis continues to be seen as a best practice internationally. This consultation process helps to identify and prioritize user needs for each major navigational area in Canada and highlights key requirements for e-Navigation moving forward. The marine industry, pilots, ports, and mariners are all part of the governance structure for e-Navigation implementation and interface through one national committee and a regional committee structure. To continue to support this coordinated, collaborative approach, a communication framework has been drafted and is being implemented.

WHAT IS e-NAVIGATION?

e-Navigation refers to the ability for accurate and reliable navigational information to be available and used by vessels and shore authorities to support effective decision-making, minimize human error and enhance communications.

In 2012-13, CCG developed a concept of operations for the implementation of e-Navigation in Canadian waters and an implementation plan for the e-Navigation portal in consultation with key federal stakeholders. The concept of operations provides practical details on how e-Navigation will function in Canada and is based on Canada's Vision for e-Navigation, which was finalized in 2011-12 in partnership with Transport Canada, the Canadian Hydrographic Service, Environment Canada, the Canadian Border Services Agency and the St. Lawrence Seaway Management Corporation.

To further enable implementation of e-Navigation, CCG completed the first phase of a data gap analysis to support the standardization process of e-Navigation data sources and services, which will support development of the e-Navigation portal. The Canadian e-Navigation initiative and implementation of a single, national e-Navigation portal is in line with the Government of Canada's concept of Open Government. In 2013-14, CCG will commence the implementation of the e-Navigation portal to meet user requirements resulting from the consultation process.

In 2013-14, CCG will also develop and disseminate a national policy for the use of the Automatic Identification System (AIS) that will support implementation of the e-Navigation concept. While AIS was originally designed as a vessel tracking system, it has evolved into a complex system facilitating data exchange between ships, from ship to shore authorities, and from shore authorities to ships. This functionality makes the system an ideal mechanism for supporting e-Navigation now and into the future.

Specifically for the Central and Arctic Region, CCG continues to work in collaboration with partners on a Dynamic Under Keel Clearance System. This project, led by the Port of Montreal, will take advantage of the maximum water column available and the optimal loading of ships, while ensuring safe transit through the St. Lawrence waterway and specifically in the Quebec-Montreal corridor.

In 2013-14, CCG will support the Port of Montreal in the feasibility test for implementation of the Dynamic Under Keel Clearance System. CCG's role will be focused on providing competent expertise in this field and to provide the necessary project data such as water-level forecasts, flow velocity current speed, under keel clearance standards and bathymetry as well as to participate in analysis of the results.

Over time, e-Navigation will result in significantly enhanced safety, positive economic effects and increased environmental protection through incident prevention.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Commence the implementation of the e-Navigation portal.	RPP	DG, ITS	DG, NS
Assist the Port of Montreal in the feasibility test for the implementation of the Dynamic Under Keel Clearance System for use in the St. Lawrence River shipping channel.		AC, C&A	
Develop policy for use of AIS that will support the implementation of the e-Navigation concept, in collaboration with other key federal departments and the shipping industry.	RPP	DG, NS	DG, ITS

B. Advancing Nationally Consistent Service Delivery (Economic Action Plan 2012)

In recent years the Canadian Coast Guard has been working hard to improve consistency in its management and operations across regions and to become more flexible and efficient in terms of how it uses resources. We have been updating our programs and activities to keep pace with progress in the world at large, integrate new technology into our work where it makes sense, and provide the high level of service Canadians expect. Ensuring safe and secure waters remains our top priority.

By reorganizing itself, and establishing a leaner management structure, the Canadian Coast Guard will have a more streamlined chain of command, greater operational flexibility, and achieve greater cost savings for taxpayers. These changes contribute to making our operations more efficient.

Phase I of Buoy Placement

CCG will expand its practice of contracting out the deployment and servicing of buoys. Currently, the Canadian Coast Guard deploys approximately 11,000 buoys annually. Coast Guard has already contracted the deployment and servicing for approximately 40% of these buoys to private sector contractors and other organizations – an approach which has proven both effective and efficient. CCG will increase this practice to deploy and service floating aids to navigation (buoys).

As a result, six smaller, single-purpose CCG vessels will be decommissioned: five in the Central and Arctic Region and one in the Atlantic Region. This will allow the Coast Guard to move its fleet towards its vision of a multi-taskable fleet for the future.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Deliver Phase I of the Buoy Placement component of the 2012 Economic Action Plan.	2012 EAP	DG, Ops	DG, ITS All ACs
2014-2015			
Complete the Buoy Placement component of the 2012 Economic Action Plan.		DG, Ops	

Service Level Agreements (SLAs) with DFO Clients

In 2008-2009, the Canadian Coast Guard developed Service Level Agreements (SLAs) between Fleet and DFO Ecosystems and Oceans Science Sector and DFO Ecosystems and Fisheries Management Sector – Conservation and Protection. From 2009-2010 to 2011-2012, these SLAs were implemented as a pilot project that included the development, testing, and modification of effective performance measures. In 2012-2013 a renewed SLA was negotiated with DFO Ecosystems and Fisheries Management for the ongoing provision of fleet services. In 2013-2014, the supplementary information of the signed Service Level Agreement with DFO Ecosystems and Fisheries Management will be produced and negotiations with DFO Ecosystems and Oceans Science towards a renewed SLA will continue. CCG already maintains formal service agreements with clients external to the Department (see Section 6, page 49-75 for more information on our clients and the services provided).

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Produce supplementary information to the signed Service Level Agreement with DFO Ecosystems and Fisheries Management.		DG, Ops	

C. Consolidation of Marine Communications and Traffic Services (MCTS) Centres

Over the last 30 years, as technology has evolved, the Canadian Coast Guard has consolidated a number of centres while providing the same high level of safety and traffic services. By leveraging new

technology, Coast Guard will invest in its infrastructure towards modernizing its Marine Communications and Traffic Service centres. With the appropriate infrastructure and equipment updates, CCG will position itself to deliver the same level of services to Canadians with fewer centres, at more strategic locations.

By consolidating these MCTS centres, CCG will also be in a position to better manage fluctuating workloads and ensure that centres are better equipped with cutting-edge technology and improved backup capabilities.

Plans to consolidate the Inuvik MCTS centre into Iqaluit were announced as part of Budget 2011. In October 2012, the Inuvik centre was closed. In 2013-2014, CCG will finalize equipment installation and initiate coordination of all MCTS and *Northern Canada Vessel Traffic Services Zone Regulations (NORDEG)* operations in the Arctic from the Iqaluit MCTS centre.

An Optimum Scheduling and MCTS Consolidation Plan was developed and implementation begun in 2012-2013. In 2013-2014, CCG will also continue consolidation of each of the existing twenty-two MCTS centres. By Spring 2015, operations are expected to be delivered from the twenty-two existing MCTS centres into the following twelve: Prince Rupert, Victoria, Sarnia, Prescott, Quebec, Les Escoumins, Halifax, Sydney, Placentia, Port-aux-Basques, Goose Bay and Iqaluit.

The modernized centres will be able to seamlessly pick up any calls from other connected facilities. Some facilities will also increase their areas of responsibility and will receive additional staff and resources accordingly. As a result, the Coast Guard will be able to consolidate services into these twelve centres and close those with outdated technology. All of the radio towers and radar facilities will remain where they are to maintain the current level of coverage.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Coordinate all MCTS operations/NORDREG of the Arctic from MCTS Iqaluit Centre.	RPP	DC, Ops	DG, ITS AC, C&A
Complete Phase I of MCTS consolidation.	EAP 2012	DC, Ops	DG, ITS All ACs
2014-2015			
Complete Phase II of MCTS consolidation.	EAP 2012	DC, Ops	DG, ITS All ACs

D. Review of Marine Services Fees

The current Marine Services Fees do not recover the full cost of Coast Guard services provided to commercial and other users. CCG will pursue a systematic approach to update its cost recovery, based on preconditions set out in the *User Fees Act*.

In 2012-2013, CCG established an internal working group to review and build the costing methodology of Coast Guard services and to assess the viability of increasing and/or expanding its application to users. In 2013-2014, we will establish standards, comparable to those instituted in other countries, upon which any changes to the fees will be evaluated. Finally, in 2014-2015, the proposed amendments to the Users Fees charged for Coast Guard services will be tabled in Parliament.

A stakeholder consultative framework has also been developed as part of the overarching Project Charter established for the working group. Coast Guard will continue to consult with stakeholders on the services to which the User Fees may relate, and any proposed changes to the cost and revenue elements of the fees.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Consult with Client Groups eligible for Cost Recovery and finalize Discussion Papers on CCG Service Lines.	RPP	DG, NS	DG, IBMS DG, Ops DG, ITS ED College All ACs CFO
Complete the methodology for the full costing of CCG service lines and validate the methodology.	RPP	DG, NS	DG, IBMS DG, Ops DG, ITS ED College All ACs CFO
2014-2015			
Consult and finalize a proposal on service and cost allocations to eligible clients.		DG, NS	

3. Delivering Client-Focused Arctic Services

Northern Marine Transportation Corridors

Our Arctic activities, many of which are delivered in partnership with others, include:

- Escorting commercial ships through ice to ensure access to Northern communities;
- Supporting scientific endeavours such as hydrographic charting and marine science;
- Maintaining some aids to navigation in Canadian Arctic waterways;
- Delivering primary response capability to respond to pollution incidents north of 60;
- Providing maritime search and rescue services;
- Providing marine communications and traffic services from a seasonal Centre;
- Broadcasting weather and ice information and navigational warnings;
- Delivering food, cargo, and fuel to remote sites where commercial services are unavailable;
- Conducting joint exercises with international partners and the Department of National Defence (e.g. Operation NANOOK); and
- Developing an improved awareness of the Arctic maritime domain through vessel identification and tracking security initiatives.

The Arctic is on the cusp of significant environmental changes and economic growth. Warming Arctic temperatures are leading to polar ice retreating at unprecedented rates and leading to new opportunities in shipping and natural resource extraction.

CCG has a history of providing services in the Arctic where maritime transportation is fundamental to supporting the northern economy, communities, and reinforcing Canada's sovereignty. As such, CCG

must adapt to the changing Arctic environment and take proactive measures to prepare for expected increases in maritime transportation.

Relative to marine infrastructure in Southern waters, Canada's marine infrastructure in the Arctic is less established. As maritime traffic in the Arctic increases, CCG is focusing on ensuring that the appropriate maritime services and systems are in place to support the safe navigation of mariners in the Arctic.

DFO and CCG worked closely to establish a long-term Integrated Arctic Vision. Moving forward, CCG is developing an Arctic Strategy, grounded in risk-based principles that will define the organization's approach to establishing efficient and safe marine transportation corridors in the North.

The provision of safe northern marine transportation corridors will facilitate sustainable growth in maritime transportation as a key enabler to realizing the broader Departmental Integrated Arctic Vision and in support of Canada's other northern priorities.

Finally, as maritime navigation is a multi-agency responsibility, the CCG is actively pursuing opportunities to work in cooperation with other departments to implement its Arctic Strategy. This Strategy will also align CCG's operations in the Arctic to advance CCG priorities, DFO strategic outcomes, and the Government of Canada's Northern Strategy.

In 2013-2014, CCG will establish an interdepartmental steering group and engage external stakeholders toward the identification of efficient and safe northern marine transportation corridors as part of the broader CCG Arctic Strategy. In 2014-2015, Coast Guard plans to engage Central Agencies and the interdepartmental community to inform potential implementation options for a northern marine transportation corridor system.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Identify efficient and safe northern marine transportation corridors as part of a broader CCG Arctic Strategy.		DG, NS	
2014-2015			
Develop options to implement a northern marine transportation corridor system as part of a broader CCG Arctic Strategy.		DG, NS	

4. Strengthening Our Environmental Response Program

2012-2013 Accomplishments

- Began implementation of Integrated Management Action Plan deliverables to address recommendations from the Commissioner of the Environmental and Sustainable Development (CESD) and internal audits.
- Developed and delivered training for Canadian Coast Guard senior management.
- Received approval to proceed with development of an Incident Command System implementation plan.

Over the years the Canadian marine pollution risk profile has changed, with increasing vessel traffic in the Arctic, resumed interest in the Beaufort Sea oil and gas exploration, increased tonnage of hazardous and noxious substances being transported within Canadian waters, and impending deep sea drilling in the North Atlantic. As a result, there are heightened public expectations that the Government of Canada will be ready and able to respond to marine spills to protect coastal communities and Canadian interests.

The prevention of and response to pollution in the marine environment is a shared responsibility among a number of federal departments and agencies. In 2010, the Interdepartmental Marine Pollution Committee (IMPC) was formed to support the Government of Canada's obligations and objectives related to marine pollution, focusing on interdepartmental collaboration to strengthen Canada's ability in prevention, preparedness, and response and recovery capabilities to marine pollution events. In 2011, 5 sub-committees were formed to support the Interdepartmental Marine Pollution Committee and each are making progress in addressing the recommendations from the 2010 audit released by the CESD. In 2012-13, the Coast Guard continued to implement an Integrated Management Action Plan to address recommendations from both the Commissioner of the Environment and Sustainable Development audit and internal audits and reported back on progress made against the audit recommendations.

Re-invigoration of the Environmental Response program was identified as a priority in the 2011-2012 Report on Plans and Priorities. For 2012-2013, the Environmental Response Program largely completed the National Equipment Strategy. However, in February 2013, Transport Canada announced that a national oil spill assessment process will be undertaken and completed by September 2014. As such, the development of CCG's National Equipment Strategy is delayed as it must necessarily be informed by the outcome of this risk assessment.

Following the 2011-2012 review of the CCG's Response Management System and the Incident Command System, as recommended in the CESD Audit, in 2012-2013 the Program developed an implementation plan to migrate to the Incident Command System to ensure that CCG is capable of supporting an inter-operable response to a major oil spill in Canadian waters. In 2013-2014, CCG will develop a readiness framework (including a strategy for the national implementation of the Incident Command System) that will ensure that the CCG is prepared for maritime emergencies.

In addition to addressing audit recommendations, the CCG continued to build on lessons learned from real-life response activities. The CCG finalized the core crisis leadership competencies and developed and delivered training for use by Coast Guard senior management, who may be called on during a large marine pollution incident.

Along with strengthening domestic partnerships, CCG is also affirming international partnerships to ensure mechanisms are in place should Canada require response assistance from other nations. Existing bi-national plans are being updated with the United States Coast Guard and new partnerships are being established with Arctic nations under the auspices of the Arctic Council. As Head of the Canadian Delegation to the Arctic Council Task Force on Oil Preparedness and Response, the Canadian Coast Guard assisted in the development of a new international instrument that will provide for the provision of mutual aid between Arctic nations during significant oil spill events in the Arctic.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Develop a readiness framework that sets out the elements for the CCG to be prepared for maritime emergencies, including a way forward for the national implementation of ICS.	CESD/RPP	DG, NS	DG, Ops All ACs
Develop an equipment recapitalization plan based on the results of the Environmental Response Capacity Review.	RPP	DG, Ops	DG, ITS

5. Reinforcing Contribution to Canada's Maritime Security

National security is a fundamental role of any federal government and a priority for the Government of Canada. An enhanced level of security in Canada's marine transportation system strengthens Canada's capacity to address national and international concerns with respect to maintaining an acceptable level of security in the maritime domain. In support of national security, CCG uses its fleet, on-water expertise, policy know-how and extensive vessel monitoring systems to:

- Enhance awareness of possible maritime security threats;
- Support on-water law enforcement and responsiveness; and,
- Enhance collaboration with departments and agencies throughout the maritime security community.

The CCG is at an important juncture in its history, as the organization considers the implications of an organizational shift from a maritime safety orientation to a culture that is influenced by both safety and national security perspectives.

It is also clear that Arctic security and sovereignty are federal priorities. The Canadian Coast Guard, as the main federal operational presence in Arctic waters and key contributor to maritime domain awareness, plays a key maritime security role.

The Canadian Coast Guard also participates in the multi-departmental Marine Security Operations Centres (MSOC). CCG contributes significant data on maritime traffic, including associated on-water activities and analyzes this data to support and enhance maritime domain awareness on Canada's three coasts and in the Great Lakes - St. Lawrence area. In 2013-2014, the CCG will implement standardized procedures and tools that will allow a more uniform level of service to our interdepartmental partners within the MSOCs.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Implement software tools supporting coastal and Great Lakes – St. Lawrence Seaway Marine Security Operations Centres.	RPP	DG, Ops	DG, ITS
Implement Standard Operating Procedures for CCG's engagement in Marine Security Operations Centres.		DG, Ops	

MANAGEMENT PRIORITIES

1. Implementation of Budget Measures

Economic Action Plan

In 2007 the Government of Canada announced that each Department would undergo a Strategic Review, which is an assessment of all direct program spending to ensure programs are managed effectively and efficiently. As a result, some CCG programs underwent adjustments.

In Budget 2011, the Government of Canada undertook a one-year Strategic Operating Review covering 67 departments and agencies to achieve savings of at least $4 billion by 2014-2015. Further, in Budget 2012, $5.2 billion of on-going reductions were announced.

As a Department, Fisheries and Oceans Canada will have to achieve $79.3 million in savings to meet its objective under Economic Action Plan 2012. As part of that process, Coast Guard was required to look closely at program spending and identify areas for reductions while upholding the integrity of essential services and the safety of Canadians.

As a result, three main components were targeted for changes: Shore-side Reorganization; Strengthening National Consistency in Service Delivery; and Consolidation and Modernization of Marine Communications and Traffic Services.

Shore-side Reorganization

As part of a plan to reorganize how CCG manages its business, the Agency is taking a new approach. Fundamentally, this means reducing management and overhead by moving from a five region model to a three region model.

The three new regions are Atlantic, Central and Arctic and Western, with regional headquarters located in St. John's, Montreal and Victoria respectively. Implementation of the new model began on October 1, 2012 and was fully implemented on April 1, 2013. Each of the three regions remains under the leadership of an Assistant Commissioner.

National headquarters will remain in Ottawa; however, certain functions will change. All operations are realigned under one directorate also suitably named Operations (including Fleet and Maritime Security), allowing National Strategies to focus on ensuring national consistency through improved program policy and management and strengthening client relations.

As well, certain administrative and support functions have been consolidated into the Integrated Business Management Services organizations both at headquarters and in regions.

Strengthening of National Consistency in Service Delivery

The Canadian Coast Guard will expand its practice of contracting out the deployment and servicing of buoys. CCG has already contracted the deployment and servicing of 40% of its buoys to private sector contractors and other organizations. CCG will increase this practice to deploy and service floating aids to navigation (buoys). As a result, six smaller, single-purpose CCG vessels will be decommissioned: three in

Ontario, two in Quebec and one in Newfoundland and Labrador. This will allow the Coast Guard to move its fleet towards its vision of a multi-taskable fleet for the future.

In the Western Region, search and rescue capacity was strengthened by funding from Budget 2010 to acquire a new hovercraft for the Sea Island base which will be delivered in 2013-2014. It will be available on a 24/7 basis.

Building on this, CCG is consolidating Vancouver area Search and Rescue activities at the Sea Island base and has closed Kitsilano station. The levels of service will remain the same, and the search and rescue services currently provided by Kitsilano will be assumed by: the hovercraft stationed at the Sea Island base, which is located 17 nautical miles from the Kitsilano station; a newly established Inshore Rescue Boat for the summer season; and additional service in the Vancouver area from the CCG Auxiliary.

Local vessels of opportunity will continue to be tasked to respond to distress situations. There will also be changes to the Inshore Rescue Boat Program, which will be further improved by using Royal Canadian Navy personnel to provide 25% of the inshore rescue boat crew to operate the 24 stations across Canada.

This will enhance service delivery on the Pacific Coast, standardize the program across the country, generate savings for the Coast Guard and ensure good stewardship of resources for the Navy. None of these changes will affect the level of safety services provided to Canadians.

Consolidation of Marine Communications and Traffic Services Centres

As already noted in number 2, part C, on page 23 the Canadian Coast Guard will be further consolidating and modernizing its Marine Communications and Traffic Services (MCTS) by investing in its infrastructure to take advantage of today's technology. With the infrastructure and equipment updates, CCG can deliver the same level of services to Canadians in fewer centres, at strategic locations on the Pacific coast, Great Lakes, St. Lawrence River, Atlantic coast and in the Arctic. Consolidation also allows the CCG to better manage fluctuating workload at its MCTS centres. Better connected centres equipped with updated technology will ensure improved backup capabilities. These consolidations have begun and should be finalized by Spring 2015 for all centres. The plans to consolidate Inuvik into Iqaluit were initially announced as part of Budget 2011.

Fleet Renewal

Despite the recent reductions, since 2006, the Government of Canada has committed $1.4 billion to purchasing new large vessels for the Coast Guard and is providing another $5.2 billion over the next 11 years to renew CCG's fleet. This investment will allow Coast Guard to continue renewing its vessels and helicopters, as current equipment reaches the end of its operational life.

This funding will also cover interim measures to extend or maximize the life of several large vessels. This commitment will enable CCG to continue delivering services to Canadians while ensuring investments go to the most critically needed vessels in this time of fiscal constraint.

Taken in total, the changes that will flow from Budget 2012 will enable the Coast Guard to continue its transformation towards a leaner and more efficient service organization that meets the service Canadians have come to expect from us.

2. Workforce Management

The CCG announced in May 2012 that it was restructuring its organization to achieve greater efficiencies, to ensure rigour in the oversight and management of the Agency, and to ensure a nationally consistent approach.

A. Workforce Adjustment/Reductions

Managing a Changing Environment

One of the CCG Commissioner's primary objectives is implementing the new organizational structure. This change has had a significant impact on the work environment, requiring the senior management team to develop a number of strategies to adapt to the change.

One strategy has been to implement a comprehensive CCG Workforce Adjustment process. In particular, the Workforce Management Board (WMB) was established in January 2012 to provide a nationally coordinated and consistent approach to staffing across the organization. WMB has played a significant role in ensuring continuity of employment for all indeterminate employees affected by the restructuring exercise using the public service values of fairness and transparency. In partnership with the WMB, the CCG Commissioner, and bargaining agents, the CCG established a national Union/Management Joint Workforce Adjustment (WFA) Committee to share and discuss updates with the unions on the implementation of WFA.

The CCG has also worked closely with the Organization and Classification Centre of Expertise (OCCOE), regional staffing branches, and the Official Languages Centre of Expertise to streamline the implementation of the new organizational structure. This has included: developing a template to accommodate the large number of classification requests (i.e. the creation of new positions and changes in reporting relationships); improving communications between the client and OCCOE /Human Resources advisors; collaboratively developing a new classification assessment system to determine the prioritization of classification requests across the organization; and ensuring that CCG continues to meet its obligations to the public and its employees with respect to official languages.

2012-2013 Accomplishments

- Successfully implemented the majority of CCG's new organizational structure. More than 98% of new positions have been created and most changes in reporting relationships are now complete.
- The Department's workforce adjustment strategy and accompanying tools have been rated as "strong", also cited as a 'best practice' in the last two assessments against the Management Accountability Framework. The strategy has been used as an example by other government departments.
- Developed a CCG Concept of Operations that provides an overview of our roles and responsibilities.

Finally, the CCG developed a Concept of Operations in consultation with all groups and sectors, which explains the key changes to the organization, as well as the purpose, functions, and roles and responsibilities of the organization. This document will be used as a communication piece for employees and will better explain our business to our clients and stakeholders.

Leading Employees through the Transition

A key part of the CCG WFA strategy has been, and continues to be, to provide a supportive environment for employees in times of organizational change. In particular, it has been important to the CCG Commissioner to communicate the changes to employees, identifying how it may impact their work, but also to make available to employees tools and techniques that will assist them in effectively responding to change situations.

As a first step, the CCG Commissioner has made 19 regional visits since January 2012 to the then five (now three) regions, including a trip to the CCG College, to address concerns regarding the Economic Action Plan 2012 and the restructuring initiative. These visits included at least two town hall meetings in each region to provide employees an opportunity to ask questions about how these changes will impact their work and their careers. Furthermore, each region and Headquarters directorate held open and transparent information sessions with all of their employees to discuss the organizational restructuring initiatives.

Following the announcements, the DFO Learning and Development Centre of Expertise developed tools to facilitate employee development and career management. For example, a bilingual series of WebEx presentations on job search skills and on different stages of career management are now available for employees on the DFO intranet site. Employees were also invited to attend brown bag lunches on how to prepare a cover letter and resume, and how to prepare for an interview.

The CCG also plans on developing and disseminating an employee survey to determine how successful the organization has been in providing a supportive environment for employees while also maintaining operations.

B. Ships' Crew, MCTS and Engineering Programs

Ships' Officers and Ships' Crew

Ships' Officers and Ships' Crew remain critical occupational groups within CCG. In 2011-2012, the CCG successfully completed detailed syllabus for certificate modules for Third Class Engineers as part of the Ships' Crew Certification Program. To further enhance efficient crewing practices and succession planning, CCG will analyze the results of the Ships' Crew Certification Program Pilot conducted in 2012-2013. In addition to piloting this program, Fleet will also conduct an analysis on additional training opportunities through the use of the Ships' Crew Certification Program to determine if the program has merit.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Implement the Ships' Crew Certification Program for the Third Class Engineer Certificate in all regions.		DG, Ops	All ACs ED College
2014-2015			
Extend Certificate Training Program to CCG Fleet based on national certificate demographic analysis.		DG, Ops	All ACs ED College

Marine Communications and Traffic Services Officers

Marine Communications and Traffic Services (MCTS) Officers are no longer considered a critical occupational group, as recruitment challenges have been eased with the national recruitment process and the establishment of the national pool. The national pool has allowed the MCTS program to draw from a group of pre-qualified candidates to fill its training needs. Attrition rates have also dropped over the last few years including retirement eligibility rates.

Since it is no longer necessary to run a recruitment process every year, the length of time needed for recruiting and training has been shortened. Furthermore, by basing recruitment targets on projected attrition rates, the number of annual recruits is closely matched by the number of departures from the organization.

Engineering Programs

The development of the Professional Development Program (PDP) for Marine Engineers has been temporarily put on hold pending a decision from Treasury Board regarding the classification of a 'Shore-Based Marine Engineer' category. The decision to develop a PDP for Marine Engineers will be part of the overall approach to deal with the recruitment and retention issue for Marine Engineers and will be re-visited once this ruling is received from Treasury Board. In the meantime, the Integrated Technical Services Directorate and Fleet are working together using developmental assignments within the current organization and with projects to provide developmental opportunities ashore for mid-level marine engineering officers in the Fleet. In addition, the Vessel Maintenance Management (VMM) project is providing further rotational regional positions to seagoing personnel for developmental opportunities ashore.

Marine Electronics Technologists

The CCG has successfully hired many marine electronics technologists into the Marine Electronics Development Program (MELDEV) over the last few years, with 20 new Electronics positions (ELs) being hired from the national collective staffing process that commenced in 2009. The MELDEV Program provides guidelines on acquiring experience, knowledge, and skills through training assignments and work situations.

Given the success of the recent process, CCG no longer considers ELs to be a critical occupational group at the national level. The next step is for CCG to complete the relative workload analysis of ELs, which was started last year, to ensure that we have the proper distribution of ELs across the country.

C. Governance/Organizational Change

Given the recent governance and organizational changes, it is crucial that the CCG take a comprehensive look at our national business practices, particularly with respect to our corporate risk profile and our business tools.

Agency Risk Profile

In order to improve the way we do business and to remain responsive to the needs of Canadians, the CCG will reassess its agency risk profile. A agency risk profile will clearly identify any pressures or challenges to program delivery and operational capacity, enabling the CCG to better develop risk mitigation strategies.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Coordinate and establish the CCG Agency Risk Profile.		DG, IBMS	MB

Consistent National Business Tools

As part of the CCG restructuring, many of the Program, Planning and Coordination functions within IBMS were consolidated. As such, IBMS will be responsible for many of the services that had previously been completed by program/function personnel, including financial, business, and training planning. Each region (including the National Capital Region) and directorate had varying practices as to how these services were offered and delivered to employees. In order to provide a more consistent approach across the organization, the CCG needs to redesign its national business tools. More specifically, the CCG will develop or adapt and implement a national work-planning tool, a national resources allocation tool and a national training framework.

These tools will become mandatory applications for the organization to use annually for planning, implementing, monitoring, and reporting its business activities.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Implement a national work-planning tool.		DG, IBMS	MB CFO
Finalize and implement a national resource allocation framework.		DG, IBMS	MB CFO
2014-2015			
Validate the implementation of the national resource allocation framework.		DG, IBMS	

SECTION 4

4: PEOPLE MANAGEMENT

The Integrated Business Management Services Directorate is responsible for the consistent integration of the Coast Guard's strategic and horizontal business activities. Within this purview, the Workforce Development and Information Strategies (WDIS) branch is responsible for managing national CCG workforce development initiatives; the primary focus of these initiatives is to support the people management component of the Management Accountability Framework (MAF), which ensures that the CCG has the "people, work environment and focus on building capacity and leadership to assure its success."

Using the 2012-2013 MAF assessment measures for the people management component as a basis, the CCG will focus on a number of key initiatives and ongoing activities over the next few years. More specifically, we will focus on effective workforce planning, maintaining employment equity representation, continuing to meet our official languages obligations, investing in employee learning and performance, and improving the organizational context. Lastly, CCG recognizes the Clerk's "Blueprint 2020" initiative, encouraging discussion amongst all public servants to articulate a vision for the future of the public service in order to set the stage for a capable, confident and high-performing workforce.

A. Effective Workforce Planning

Snapshot of our Workforce

As of April 1 2013, the Coast Guard was funded to employ 4749 FTEs (full-time equivalents),[2] which represents the number of approved positions to carry out the organization's mandate, as reported in the 2013-2014 departmental Report on Plans and Priorities. Approximately 50% are seagoing personnel (Ships' Officers, Ships' Crew, and some General Technicians), and only 11% of the total workforce is located in Headquarters. Over 20% of our employees are female, with the majority working in administrative or technical positions (56%). The percentage of female executives has also increased slightly to 27% (up from 24% in 2011); however, this percentage has remained steady over the last 3 years.

Attrition rates are based on both retirement and residual attrition (resignations, transfers out, and deaths, with retirements being the largest percentage). Although actual attrition rates remained fairly stable between 2008 and 2012 at about 4.8%, it is expected that it will rise significantly as a result of the number of affected employees (approximately 2.3% of the workforce) who chose to leave the public service through the various avenues offered by the department (retirement, education allowance, or alternation).

---

2 The FTE count represents the number of funded, approved positions and is about 8-10% higher than the actual number of employees working in the organization. It is a more stable and representative number for reporting purposes given the fluctuation in employee count over the course of a fiscal year. In previous years, the IBHRP reported the employee count as obtained from Peoplesoft, which represents a snapshot of employees on a given day. As such, the number appears to have increased, while the actual employee count has been reduced given the CCG's reduction exercise.

The highest rate of attrition is within the EX category, with 10.2% leaving the organization through retirement or transferring out. In the last year of available workforce data (2011-2012), only 34.5% of those eligible actually retired. Given that the average age of Coast Guard employees is slightly above that of the Federal Public Service (44.1), with 22% of our employees between the ages of 50-54, and a large percentage of our employees are also over the age of 55 (21.3%), it is expected that the rate of retirement could increase over the coming years.

Acting assignments are strategic investments that can provide developmental opportunities for employees and will ultimately aid in CCG's succession planning by allowing CCG employees to gain knowledge at progressively higher levels.

Through effective monitoring and reviewing of long-term acting appointments (greater than 12 months), the CCG will ensure that all employees have fair access to subsequent promotional opportunities and that acting opportunities are better matched the employees' career interests and learning needs.

As seen in Figure 2, long-term acting appointments have dropped from a high of 334 in 2010 to 191 in 2012, dropping by 42%. The significant drop is due to a reduction in acting appointments of one to three years (from 281 to 157). Additionally, three quarters of all acting appointments are for seagoing positions.

Figure 2: CCG Long-Term Acting Appointments

Previously, the Coast Guard has relied on the departmental human resources system (Peoplesoft) for its workforce data; however, concerns have been raised as to the accuracy of the data, particularly for the regions. For this reason, and because of the recent changes to the organizational structure, trend analysis of workforce data is particularly challenging and a stable base of data cannot be established due to a change in the methodology in how we obtain data, or until a proper cleanup of Peoplesoft is completed.

Targeted Recruitment

Although the immediate focus is on continuity of employment for CCG's indeterminate staff, we will continue to monitor attrition and retirement rates to ensure that we retain a skilled workforce. The Coast

Guard must adequately forecast its future workforce needs and prepare for impending recruitment needs, particularly of our key positions and positions at risk. For example, the CCG Careers Page, which is one of the most frequently visited CCG Internet sites, is currently being revised to ensure that it is accessible to a wider range of users, including people with physical and cognitive disabilities.

Additionally, under-represented groups continue to be targeted for careers within the Coast Guard through the Coast Guard College partnerships with various Community Colleges, Universities, and organizations across the country to increase awareness of career opportunities in the Coast Guard and to increase their competencies in relevant subject matters.

The CCG's Key Positions and At-Risk Groups

Given the CCG's intended outcomes with respect to its reorganization (specifically the refocusing of directorates and functions across the organization), the CCG will need to effectively manage its current workforce, specifically focusing on retaining skilled employees and corporate knowledge.

Many of the Coast Guard's occupational groups compete directly with the private sector for skilled employees which could result in a skills shortage, particularly for technical positions and seagoing personnel. Additionally, many of the Coast Guard's employees require specialized training and experience. By completing a critical review of the positions, occupational groups and areas that are essential to the Coast Guard's operations and that are at risk, the CCG can develop a comprehensive approach to identifying, developing and retaining skilled employees that are in line with our projected business objectives. The review will use the CCG's workforce analysis and environmental scan as a basis for identifying these positions and groups, and will also consult extensively with Senior Management in headquarters and in the regions. Moreover, CCG will participate in the overall departmental succession planning and talent management exercise in view of securing its workforce of the future.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Identify and analyze the CCG's key positions and at-risk groups and develop an action plan.		DG, IBMS	MB
2014-2015			
Implement the recommendations to recruit and retain employees for CCG's key positions and at-risk groups.		DG, IBMS	MB

B. Improving Organizational Context

Human Resources Management

Over the past two years, the Treasury Board Secretariat has undergone extensive collaboration with Subject Matter Experts across the Public Service to identify a common way of delivering human resources services across the Government of Canada. The goal of these consultations was to align processes government-wide, through the Common Human Resource Business Process (CHRBP) for each of the seven areas of Human Resources management.

The CHRBP was designed to follow the life-cycle of an employee. In other words, beginning with the organizational design and human resources planning, followed by "putting people to work" (having the right people in the right roles with the right tools), and ending with the day-to-day workforce management, which focuses on learning, development, performance management and recognition.

The CCG, along with the rest of the Department, will begin implementing many of the recommendations identified through the CHRBP in order to align its processes with those of DFO and all departments.

Public Service Employee Survey

Every three years since 1999, Treasury Board Secretariat conducts the Public Service Employee Survey (PSES), a survey that is administered by Statistics Canada to all federal public service employees. The last survey was conducted in August 2011 and the next one is planned for 2014.

The PSES provides CCG with important information on demographics, employment-related skills, and career expectations, and provides an opportunity for the organization to better understand its human resources challenges.

2012-2013 Accomplishments

- Evaluated the results of the Performance Review System evaluation survey, developed an Action Plan to improve its effectiveness, and received approval to implement the Action Plan in 2013-2014.
- Analyzed the PSES results and developed an Action Plan for Management Board and union approval.

Over half of the Coast Guard population (51%) completed the 2011 PSES. After assessing the 2011 results, several areas of strengths and areas for improvement were identified. Although CCG has made improvements in the area of leadership, employees continue to look for more direction from senior management. The Agency also had significant improvements from 2008 (the previous survey) in the areas of workforce, workplace and employee engagement, particularly in relation to job satisfaction and official languages; however, employees noted that there are not enough career development opportunities.

The CCG analyzed the 2011 PSES results and developed a national CCG PSES Action Plan to address the challenges and areas for improvement identified in the survey, which have been incorporated into the Departmental Action Plan. A national PSES Working Group (including union members) has been established to collaboratively develop activities to advance CCG's commitments in the Action Plan.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Implement the CCG Public Service Employee Survey (PSES) Action Plan.	PSES, PRS	DG, IBMS	MB

Values and Ethics

The new Fisheries and Oceans Canada Values and Ethics Code was launched across the CCG on April 2, 2012. The Code includes the principles and requirements of the Values and Ethics Code for the Public Sector and the Treasury Board Secretariat Policy on Conflict of Interest and Post-Employment. It therefore functions as a comprehensive one-stop instrument, facilitating its day-to-day implementation by employees at all levels. The Code was made widely available to employees on the intranet, the internet, and in print format for seagoing personnel and lighthouse keepers.

As noted above, the CCG has developed a national PSES Action Plan to address the challenges and areas for improvement identified in the 2011 survey. The Action Plan specifically addresses ethical issues raised by employees. In support of the CCG and departmental PSES Action Plan, the Centre for Values, Integrity and Conflict Resolution will be offering workshops to employee on how to improve the ethical climate, manage workplace conflicts created by uncertainty and change, as well as addressing the fear of reprisal when making formal complaints.

C. Investing in Employee Learning and Performance

Performance Review System

Learning and Performance Management at the CCG consists of a number of elements, including establishing work objectives (for shore-based employees), providing feedback on performance, and discussing short- and long-term learning and career development objectives. The CCG monitors these elements bi-annually as part of the overall Performance Review System (PRS).

The Departmental commitment is to have 100% of employees receive feedback on their performance and have established Individual Learning Plans (ILPs). Over the past year, the CCG has identified some concerns with respect to its completion rates, particularly for seagoing personnel. Various groups across the department, including Operational Personnel Management, Integrated Business Management Services, and the DFO Learning and Development Centre of Expertise, are working collaboratively to increase awareness of the PRS and to improve completion rates for seagoing personnel. For example, a Communiqué will be sent along with the annual CD sent to all vessels of the CCG intranet pages to raise awareness of the PRS tools and resources, revised Seagoing Personnel PRS Directives will be launched in 2013-2014, and continued cooperation and discussion between all affected groups will take place to identify best practices and solutions moving forward.

In order to measure the overall effectiveness of the PRS, the CCG conducted an evaluation survey in 2011-2012, the end goal of which was to increase the meaningfulness of the performance review discussions. A secondary objective was to increase completion rates of performance reviews and increase the establishment of ILPs. The results of the survey were generally positive, indicating that 87% of employees receive at least one performance review per year and 73% have Individual Learning Plans. Although many employees indicated that the PRS could improve its process in terms of how performance reviews are conducted (e.g. subjectivity), and indicated that they would like the process to focus more on career development, 62% felt that the PRS meets its main objective.

Given these results, an action plan was developed and approved by Senior Management. The Action Plan focuses specifically on developing tools and resources for employees to further understand and prepare for the process, including launching a CCG Learning and Performance Management site, and providing training to managers to increase consistency across the organization. The action plan and any future PRS initiatives will align with the CHRBP and the recently-announced Performance Management Directive, to be implemented by April 1, 2014.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Implement the Performance Review System Action Plan.	PSES, PRS	DG, IBMS	MB

Performance Review and Individual Learning Plan Form changes

In 2012-2013 the DFO Learning and Development Centre of Expertise revised the Performance Review form and the Individual Learning Plan form in an effort to better align the department's performance review exercise with the Public Service-wide Common Human Resources Business Process initiative. The CCG provided comments and recommendations that reflected employee concerns as per the PRS evaluation survey. For example, the CCG recommended changes to the instructions on how to complete the forms and on how the ILP can be used to track the types of training requested versus the actual training attended, and to identify any reasons why the training was not completed. In the short-term the ILP form can be used for tracking until full implementation of the national Training Framework is complete. The new forms were launched for the 2013-2014 PRS cycle.

Employee Training and Development Expenditures

In 2012–2013, training and development-related expenditures totaled approximately $5,656,265. On average, this represents $1256 per employee. These expenditures included travel costs related to training both domestic and international, tuition fees and books, seminars, conferences and instructors. In addition, the CCG spent $12.2 million through its College's operating budget in 2012-2013 to satisfy Coast Guard's very specific operational training needs in the areas of search and rescue, environmental response, ice operations, vessel traffic management, marine communications, and electrical and electronic systems maintenance. The College's operating budget will cover the salaries of the officer-cadets, managers, instructors and support staff, as well as costs related to program delivery, campus services, student affairs, training materials, library, computer services, food services, water-front facility, machine shop, etc. Employee training investments combined with College operations totaled $17.8 million.

To ensure that training and development-related expenditures are allocated equitably and efficiently, the national Training Framework will provide guidelines on how to identify training priorities [all mandatory training for employees must be completed first, followed by any training that is required for the employee's substantive position, followed by future learning (career development over the next 2-3 years)], and will monitor the costs allocated to each.

D. Maintaining Employment Equity Representation

At the national level, CCG has made significant improvement in aligning overall representation of the four employment equity groups — women, persons with disabilities, Aboriginal peoples and visible minorities — with overall availability in the workforce. As seen in the graph below, the CCG has reduced the representation gap from 184 in 2008 to only 10 in 2012, identifying that 31% of the CCG has self-identified as members of one or more of the four EE groups as of April 2012.

YEAR	AVAILABILITY	REPRESENTATION	GAP	% INCREASE
2008	1439	1255	-184	--
2009	1482	1341	-141	+30%
2010	1473	1388	-85	+60%
2011	1416	1375	-41	+48%
2012	1408	1398	-10	+24%

Although EE representation has improved overall in the last five years, representation of visible minorities is still low compared to the other groups. EE representation has been challenging due to the operational nature of CCG's work, particularly in the operational and technical occupational categories, and a reduction in hiring due to fiscal restraint may make it more difficult to continue to meet EE goals. To address this concern, the CCG has committed to including an EE and diversity component in each EX annual performance agreement that can be tailored to each region's specific EE needs. Additionally, the CCG will develop a recruitment and retention strategy that focuses on areas where the organization demonstrates the largest representation shortfalls, which will include targeted recruitment of under-represented groups through indeterminate staffing processes.

Through the 2011-2014 EE Action Plan that was approved in November 2011, the CCG has also promoted itself as an inclusive workplace by publishing and distributing materials at various job/career fairs, posting material on the CCG Careers Page, and sharing with stakeholders in order to attract potential recruits. The CCG has also aimed to recruit Aboriginal Peoples through the CCG College, a commitment described in more detail below.

DFO has also begun an employment systems review which, by identifying barriers, will show where further effort is needed to improve representation. These efforts will help CCG continue to be a respectful and welcoming workplace that employs people as diverse and representative as the population we serve.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Develop a recruitment and retention strategy that focuses on the areas where CCG demonstrates the largest representation shortfalls.		DG, IBMS	MB

Aboriginal Peoples

The CCG has significantly improved its representation, eliminating the representation gap in 2012, reaching a surplus of 7 people. Most regions exceeded availability, particularly for the Atlantic Region (South) (+ 11), due to the continued promotion of Coast Guard career opportunities through the partnership with the Unama'ki Economic Benefits Office in Cape Breton.

YEAR	AVAILABILITY	REPRESENTATION	GAP
2008	135	122	-13
2009	141	126	-15
2010	137	136	-1
2011	154	143	-11
2012	136	143	+7

The CCG College works extensively with CCG regions to ensure strong representation at career fairs, high school visits, and developing social media and advertising campaigns to foster an awareness of Coast Guard training and career opportunities. In 2013, the College will continue its First Nations Partnership with the Unama'ki Economic Benefits Office. The College will continue to work with local Aboriginal Councils to ensure Aboriginal youth who are successful in gaining entry into the Officer Training Program are provided with a support network throughout their learning journey.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Evaluate and report on the success of the Aboriginal Bridging Pilot Project for consideration in future recruitment strategies.		ED College	

Women

CCG has made the most progress in its recruitment of women, by eliminating the representation gap in 2011, reaching a surplus of 24 people, due primarily to the surplus of representation compared to availability in the Atlantic Region (South) (+22).

YEAR	AVAILABILITY	REPRESENTATION	GAP
2008	977	840	-137
2009	927	888	-39
2010	927	915	-12
2011	883	888	+5
2012	887	911	+24

Persons with Disabilities

Although the representation gap has decreased slightly over the past year, a national gap of 14 people remains, consistent with last year's gap. While the Atlantic Region (South) and the National Capital Region have the highest representation of persons with disabilities (+26 and +18, respectively), the Atlantic Region (North) Region has the largest gap (-27 people).

YEAR	AVAILABILITY	REPRESENTATION	GAP
2008	177	183	+6
2009	234	200	-34
2010	232	202	-30
2011	224	205	-19
2012	225	211	-14

Visible Minorities

While most regions have eliminated the representation gap for visible minorities, and CCG, has considerably reduced the representation gap over the last 4-5 years, the national gap is 27 people. The Western Region has the largest gap at 49 people; however, the region has over 50% of availability, which could be contributing to the increasing gap.

YEAR	AVAILABILITY	REPRESENTATION	GAP
2008	150	110	-40
2009	180	127	-53
2010	177	135	-42
2011	155	139	-16
2012	160	133	-27

E. Official Languages

The Coast Guard is committed to continuing to meet its official languages obligations to the public and to employees, and to fostering an environment that actively promotes the use of both official languages, given that two out of four of our regions are bilingual, and nearly a quarter of our employees' first language is French (the majority of who work in the province of Quebec and the National Capital Region).

The CCG's performance with respect to official languages is analyzed and monitored through the DFO Annual Review to TBS on Official Languages, the Office of the Commissioner of Official Languages (OCOL), and the Management Accountability Framework (MAF). According to the review, the Department has maintained a good governance structure of official languages following the establishment of the Centre of Expertise, and nearly always produces and disseminates official documentation in both official

languages. Although the Department is successful in providing services in the employee's language of choice, and in encouraging employees to use their preferred language of choice in the workplace, there is room for improvement in regards to conducting meetings in both official languages and offering the opportunity for employees to write documents in their official language of choice (between 70% and 89% of the time).

The PSES results (which are used to develop the annual review) confirm these findings, with 88% of CCG employees reporting feeling that they are free to use the official language of their choice when preparing written material, an improvement of 4% from the 2008 survey. Additionally, employees' perceptions of whether they are free to use the language of their choice in meetings (from 78% to 89%) and in communications with their supervisors (from 83% to 91%) have significantly improved since 2008.

To support official languages and to identify concrete actions to improve the department's performance and compliance with the *Official Languages Act*, the Department is implementing its three-year Official Languages Action Plan 2011-2014. Currently, DFO is supporting CCG in fulfilling its obligations by reviewing the Coast Guard's new structure. Our proposed linguistic profiles per position have been analyzed by the DFO official Languages Centre of Expertise to ensure consistency in linguistic profiles in similar positions across the organization and to ensure that the CCG meets its official languages obligations to the public and to employees, and responds to recommendations from complaints and investigations. The next phase of the review will highlight the areas of risk and non-compliance, and will take into consideration the soon-to-be-launched TBS Compliance Review for which the CCG will need to identify strategies and address any identified issues.

The CCG also supports the Action Plan by investing in language training, achieved by encouraging employees to discuss including developmental language training in their Individual Learning Plans, and increasing awareness of the tools and resources for managers and employees.

F. Labour Relations

The Coast Guard's workforce is represented by seven unions: the Public Service Alliance of Canada, including the Union of Canadian Transportation Employees; the Canadian Merchant Service Guild; the Canadian Auto-Workers (CAW-Local 2182); the International Brotherhood of Electrical Workers; the Professional Institute of the Public Service of Canada; the Canadian Association of Professional Employees; and the Association of Canadian Financial Officers.

The Coast Guard has focused on developing and maintaining an effective working relationship with our employees' bargaining agents. One mechanism has been through the bi-annual CCG Union-Management Consultation Committee, which is an executive-level body that addresses labour relations.

Additionally, the Coast Guard has aimed to consult bargaining agents throughout the development of any national or regional initiatives, policies or procedures that may have an impact on their members. For example, a national Public Service Employee Survey (PSES) Working Group was established last year that comprised bargaining agents in order to collaboratively develop specific activities to advance the Coast Guard's commitment under its PSES Action Plan. The Coast Guard has also committed to informing bargaining agents of any planned changes or discontinuance of career development initiatives across the country. This continued collaboration will serve to promote constructive relations between all parties, and will benefit the support provided to employees.

Disability Management / Return to Work Program

As dictated by a framework of laws and legal human rights decisions (the Canada Labour Code, the *Canadian Human Rights Act*, and the *Public Service Employment Act*), it is the responsibility of management to prevent illness and injury in the workplace and to accommodate employees. It is also management's responsibility to support the health of the people in their teams and to be mindful of the impact the work environment has on the health and wellness of their employees.

An effective Disability Management / Return to Work Program will thereby reduce the incidence of absence from work due to illness, injury or disability, will shorten absences, and will foster employee engagement and productivity, allowing the CCG to meet its business objectives. As such, the CCG will work with DFO in developing and implementing a departmental Disability Management / Return to Work Program. Specifically, the CCG will analyze its duty to accommodate and disability management data, identify and research best practices, accelerate its prevention and case management approach and ensure that Coast Guard senior management is consistently reporting on occupational illness and injury.

SECTION 5

5: REGIONAL PERSPECTIVE

Overview

As previously mentioned, a redrawing of regional lines in 2012 has changed the Coast Guard's regional structure from five to three regions.[3]

Each region is led by an Assistant Commissioner who reports to the Commissioner and is responsible for directing the day-to-day delivery of CCG programs and services in that region. While CCG plans at a national level to ensure consistency in the design and delivery of programs, the regions are responsible for program delivery.

All three regions deliver core CCG programs; however, the focus in each region can be different, depending on climate, geography, and client needs.

Canadian Coast Guard Regional Boundaries

[3] The CCG Regional and Headquarters structure took effect October 1, 2012.

Atlantic Region covers approximately 40,000 km of coastline, 2.5 million km^2 of continental shelf and encompasses four provinces; New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island.

The Northwest Atlantic Fisheries Organization (NAFO) Regulatory Zone inside 200 mile limit is 2.3 million km^2. With long ice seasons and extreme weather conditions second only to the Canadian Arctic, the Atlantic region has the highest proportion of distress incidents and the largest percentage of Search and Rescue cases, with the SAR zone extending halfway across the Atlantic Ocean.

With the largest oil handling port in Canada, a rapidly expanding offshore oil industry and millions of tons of potential polluting cargo and vessel fuel transiting regional waters each year, the Atlantic region remains ready to take action to effectively protect the marine environment.

The Atlantic region is home to more Coast Guard employees than any other region. The Canadian Coast Guard College is also located in this region.

Northwest Atlantic Fisheries Organization (NAFO)

As a Special Operating Agency, the CCG provides support to the Department of Fisheries and Oceans through the provision of vessels to facilitate conservation and protection in NAFO waters. Conservation and protection remains a high government and departmental priority, and CCG will continue to work with DFO to ensure patrol vessel surveillance, armed boarding capabilities and a sustained visible presence in Canadian territorial waters.

Central and Arctic Region encompasses Ontario, Quebec and Nunavut, and includes the majority of Canada's coastline, covering approximately 178,000 km. The region is home to the majority of pleasure boat owners and recreational fishers in Canada, as well as a significant proportion of commercial shipping.

The St. Lawrence's geographical location makes it a strategic trade route for accessing the interior of the continent. Four major Canadian ports are located in the region and account for nearly 30% of the tonnage of cargo handled, making marine transportation in the region essential to Canada's economic prosperity.

The region's mandate in the Arctic is evolving and expanding given the dramatic changes to the Arctic environment, climate change and sea ice conditions. It is an area of growing focus domestically and globally. Central and Arctic Region plays an operationally critical role through the deployment of icebreakers assigned to Arctic operations, the missions of which play a vital role in Arctic re-supply and the United Nations Convention on the Law of the Sea (UNCLOS).

Operation Nanook

The CCG continues to fully participate in the Annual Department of National Defence-led Operation Nanook. This late-summer operation will take place in both the High Arctic area of Lancaster Sound and in Hudson Bay. Regional participation continues to expand in scope and complexity and includes Coast Guard resources from almost every program area.

The **Western Region** marine community operates from Victoria to the Western Arctic, with nearly 500 thousand vessel movements per year. The region includes 27,000 km of coastlines and 560,000 km2 of ocean.

Weather can vary dramatically across the British Columbia coast, which is known internationally as one of the world's wildest coastlines. For example, the mouth of the Juan de Fuca Strait, a large body of water about 153 km long, forming the principal outlet for B.C.'s Georgia Strait, has been called the "Graveyard of the Pacific" due to frequent inclement weather conditions in the area.

The region is home to Port Metro Vancouver, the most diversified and fourth largest tonnage port in North America, and a key port for the cruise industry (attracting 663,425 passengers on 199 sailings in 2011; in 2012, 670,000 passengers are expected on 191 sailings). Also located in Western Region is the Asia Pacific Gateway and Corridor Initiative, a transportation network facilitating global supply chains between the North American marketplace and the booming economies of Asia.

Prince Rupert Port Authority

The most significant issue at this time is the potential for further growth in the shipping industry. The Port of Prince Rupert continues to plan for expansion of the container and coal terminals as well as significant expansion of rail capacity to facilitate this growth.

The Enbridge Northern Gateway pipeline project currently under review could increase volume and size of vessels. This will result in an increased demand for aids to navigation.

Marine Navigation Services in Western Region will continue to monitor and assess its facilities and equipment in the area to ensure these continue to meet demand and that navigation continues to be properly managed.

SECTION 6

6: WHAT WE DO EVERYDAY

This section describes, by Program and Sub Program, the day-to-day activities related to the programs and services Coast Guard provides to Canadians. It also highlights areas where significant investment is occurring and notes key initiatives aimed at improving the delivery of programs and services.

The Program Alignment Architecture (PAA) illustrates how we contribute to the department's three strategic outcomes:

1. Economically Prosperous Maritime Sectors and Fisheries is about contributing to the capacity of Canada's maritime sectors and fisheries to derive economic benefits and further enhancing their competitiveness, through departmental policies, programs and services, while supporting the sustainable and effective use of Canada's water resources.

2. Sustainable Aquatic Ecosystems is about the contribution of programs and policies to the conservation, protection, and sustainability of Canada's aquatic ecosystems through the management of risks that affect species, oceans and fish habitats.

3. Safe and Secure Waters is about contributing to maintaining and improving maritime safety and security through the provision of maritime infrastructure, information, products and services necessary to ensure safe navigation and the protection of life and property.

The following chart illustrates the relationship among the three strategic outcomes and CCG's programs and sub programs.

1. STRATEGIC OUTCOME:
Economically Prosperous Maritime Sectors and Fisheries

Program
1.8 MARINE NAVIGATION

2. STRATEGIC OUTCOME:
Sustainable Aquatic Ecosystems

Program
2.4 ENVIRONMENTAL RESPONSE SERVICES

3. STRATEGIC OUTCOME:
Safe and Secure Waters

Programs
3.1 SEARCH AND RESCUE SERVICES

Sub Programs
3.1.1 SEARCH AND RESCUE COORDINATION AND RESPONSE
3.1.2 CANADIAN COAST GUARD AUXILIARY

3.2 MARINE COMMUNICATIONS AND TRAFFIC SERVICES

3.3 MARITIME SECURITY

3.4 FLEET OPERATIONAL READINESS

Sub Programs
3.4.1 FLEET OPERATIONAL CAPABILITY
3.4.2 FLEET MAINTENANCE
3.4.3 FLEET PROCUREMENT

3.5 SHORE-BASED ASSET READINESS

3.6 CANADIAN COAST GUARD COLLEGE

Note: The total figures showing in all the tables have been either rounded up or down, therefore reflecting some discrepancies.

Table 1: CCG Planned Spending by activity and PAA Program, 2013-2014 (thousands of dollars)

PAA PROGRAM	SALARY	O&M	TOTAL OPERATING	MAJOR CAPITAL	GRANTS AND CONTRI-BUTIONS	TOTAL PLANNED SPENDING**
Marine Communications and Traffic Services	34,749	9,539	**44,288**		-	**44,288**
Marine Navigation	13,474	30,201	**43,675**	-	-	**43,675**
Aids to Navigation	11,189	7,027	**18,217**	-	-	**18,217**
Icebreaking Services	625	16,689	**17,315**	-	-	**17,315**
Waterways Management	1,660	6,485	**8,144**	-	-	**8,144**
Search and Rescue Services	7,841	17,167	**25,008**	-	5,021	**30,029**
Environmental Response Services	5,714	2,790	**8,504**	-	-	**8,504**
Maritime Security	4,152	3,681	**7,833**	-	-	**7,833**
Coast Guard College	9,923	3,090	**13,014**	-	-	**13,014**
Fleet Operational Readiness*	181,603	65,906	**247,509**	232,360	-	**479,869**
Shore Based Asset Readiness	54,109	21,322	**75,431**	39,103	-	**114,534**
Total	**311,565**	**153,897**	**485,263**	**271,463**	**5,021**	**741,737**

* O&M includes EFM and EOSS ship refit and fuel
** Excludes Vote-Netted Revenue (VNR)

Table 2: CCG Service Costs by activity and PAA Program, 2013-2014 (thousands of dollars)

PAA PROGRAM	DIRECT PROGRAM OPERATING	ALLOCATION OF OPERATING FROM: COAST GUARD FLEET OPERATIONAL READINESS	ALLOCATION OF OPERATING FROM: SHORE BASED ASSET READINESS	TOTAL SERVICE COST (OPERATING)
Marine Communication and Traffic Services	44,288	1,270	7,959	**53,517**
Marine Navigation	43,675	103,303	45,220	**192,199**
Aids to Navigation	18,217	42,521	27,518	**88,255**
Icebreaking Services	17,315	60,505	17,624	**95,443**
Waterways Management	8,144	277	79	**8,500**
Search and Rescue Services	25,008	72,903	20,832	**118,743**
Environmental Response Services	8,504	807	230	**9,541**
Maritime Security	7,833	4,179	1,190	**13,202**
Coast Guard College	13,014	-	-	**13,014**
Total Coast Guard Program	**142,323**	**182,462**	**75,431**	**400,216**
Non-CCG Program		65,047	-	**65,047**
Total	**142,323**	**247,509**	**75,431**	**465,263**

Table 3: Total Number of CCG Full-time Equivalents (FTEs) – Utilization by activity and PAA Program and Sub-Program

	O&M FTEs	MAJOR CAPITAL FTEs	TOTAL FTEs
Marine Communication and Traffic Services	399	0	399
Marine Navigation	226	0	226
Aids to Navigation	204	0	204
Icebreaking Services	7	0	7
Waterways Management	15	0	15
Search and Rescue Services	104	0	104
Environmental Response Services	76	0	76
Maritime Security	51	0	51
Coast Guard College	299	0	299
Fleet Operational Readiness	2,529	173	2,702
Fleet Operational Capability	2,529	0	2,529
Fleet Maintenance	0	88	88
Fleet Procurement	0	85	85
Shore-based Asset Readiness	892	0	892
Total	**4,576**	**173**	**4,749**

Marine Navigation[4]

2012-13 Accomplishments

- Prepared a concept of operations for the implementation of e-Navigation in Canadian waters. Based on Canada's Vision for e-Navigation, the concept of operation provides details on how e-Navigation will function in Canada.
- Completed the phase 1 of a data gap analysis towards the standardization process of e-Navigation data sources and services.
- Continued to work collaboratively with stakeholders on the evaluation of a dynamic under keel clearance system.

Marine Navigation provides services that form the cornerstone of Canada's navigation system. The services facilitate efficient and safe movement of maritime traffic through Canadian waters. The services are delivered by three programs: Aids to Navigation, Waterways Management and Icebreaking Services.

The Aids to Navigation program provides devices or systems, external to a vessel, to help mariners determine position and course, to warn of dangers or obstructions, or to mark the location of preferred routes. Collectively known as aids to navigation, they include visual aids (lights, beacons and buoys), aural aids (whistles, horns and bells), radar aids (reflectors and racons) as well as the Differential Global Positioning System.

Navigability in Canadian waterways is highly influenced by water levels and the bottom condition of shipping channels. To help facilitate the efficient and safe use of Canada's waterways, the Waterways Management program is responsible for monitoring and maintaining commercial channels, dredging of

[4] In 2012-2013, the DFO Program Alignment Architecture (PAA) was modified to encompass Aids to Navigation, Waterways Management and Icebreaking Services under the one activity Marine Navigation.

the Great Lakes connecting channels and the St. Lawrence River, and for providing water-depth forecasts.

Given the harsh challenges, the extremes of Canadian geography and climate bring to maritime traffic, icebreaking services are essential to waters in Eastern Canada and the Great Lakes throughout the winter, as well as during the summer navigation season in the Arctic. Icebreaking services contribute to keeping most Canadian ports open for business year-round and escorting ships in order to travel through ice-infested waters.

Performance Information

MARINE NAVIGATION SERVICES		
To achieve this result...	Measured this way...	With these targets...
The commercial shipping industry and mariners are provided with marine navigation support to facilitate access to/movement through main marine channels	Total annual international and domestic tonnage handled	Maintain or improve the 5 year average of 452,000t (most recent available period – 2006-2010)

Table 4: Marine Navigation Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	5,434	9,842	**15,276**
Central & Arctic	2,871	9,658	**12,528**
Western	4,382	3,696	**8,077**
National Capital Region	788	7,006	**7,793**
Direct Program Total	**13,474**	**30,201**	**43,675**
Coast Guard Fleet Operational Readiness Allocation	78,808	24,495	**103,303**
Shore-Based Asset Readiness Services Allocation	32,438	12,782	**45,220**
Total Service Cost	**124,720**	**67,479**	**192,199**

Aids to Navigation

The Aids to Navigation program's main clients are the shipping industry, recreational boaters, commercial fishers, and pilots, as well as the various associations and committees that represent them. The program generally engages its clients to ensure they understand the program's levels of service, to identify gaps in service delivery, and to foster meaningful exchanges to address user needs while ensuring that expectations are realistic.

CCG continues to look at ways to leverage new technology, to ensure the safety of mariners and to consistently meet service standards to its clients. As an example, the program now benefits from a lighting system relying almost exclusively on Light-Emitting Diode (LED) / LED-solar technology. Also, plastic buoys are used where practical which greatly reduces reliance on large vessels for their tending and maintenance costs. We are continuing to find ways to improve the way we deliver and maintain our services, such as the implementation of annual lighted spar buoys that is expected to decrease maintenance requirements, while providing mariners with an extension of the lighted service. The program continues to identify and implement continuous improvement initiatives to enhance the Canadian aids to navigation system. The methodology for the design and review of aids to navigation systems to ensure operations reflect the new technological realities and the needs of today's mariners is a good example of an improvement initiative.

The advent of e-Navigation and its many possibilities is also being monitored for possible impacts and opportunities. Among them, the potential of introducing new electronic aids to navigation applications such as virtual aids to navigation to meet the changing needs of our clients appears promising. In an effort to better understand the effectiveness and application of these new types of electronic aids, the program will explore the feasibility of conducting trials to evaluate their effectiveness in a controlled area without compromising the safety of mariners.

Table 5: Aids to Navigation Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	4,512	4,458	**8,970**
Central & Arctic	1,885	871	**2,756**
Western	4,235	1,566	**5,801**
National Capital Region	557	132	**689**
Direct Program Total	**11,189**	**7,027**	**18,217**
Coast Guard Fleet Operational Readiness Allocation	32,439	10,083	**42,521**
Shore-Based Asset Readiness Services Allocation	19,739	7,778	**27,518**
Total Service Cost	**63,367**	**24,888**	**88,255**

Figure 3: Aids to Navigation Map

There are a total of 17,292 Aids to Navigation across Canada, including:

5,968 Fixed Aids;
11,324 Floating Aids;
157 Foghorns;
19 DGPS; and
112 Racons

WESTERN REGION
2,115 Fixed Aids
1,728 Floating Aids
11 Foghorns
4 DGPS
28 Racons

CENTRAL AND ARCTIC REGION
2,201 Fixed Aids
4,611 Floating Aids
13 Foghorns
6 DGPS
62 Racons

ATLANTIC REGION
1,652 Fixed Aids
4,985 Floating Aids
133 Foghorns
9 DGPS
22 Racons

Fixed aids to navigation include structures such as lighthouses and sector lights. The chart identifies data as of December, 2012.

Waterways Management

The Waterways Management program is influenced by the trend to accommodate bigger and faster vessels, increasing pressure to maximize water levels and channel depths for optimum loading, climate change, safety manoeuvring limits, and the need to balance between environmental and economical interests. These issues increase the need to maintain our engineering guidelines for the design, maintenance and utilization of commercial channels. Users continue to ask for accurate waterways conditions such as water-depth forecasts and channel-bottom information.

In this context, the program needs to be constantly aware of innovations in technologies and management practices that can support more efficient operations. Well-managed partnerships contribute to the efficient coordination of the program's activities and help prevent duplication of activities with internal and external partners such as Public Works and Government Services Canada, Canadian Hydrographic Service (channel-bottom monitoring) and Environment Canada with Canadian Hydrographic Service (available water forecasts).

The Waterways Management program is continually evaluating and integrating new initiatives to improve the information it provides to its clients. For example, the program is deeply involved in the MarInfo project a marine information portal that provides daily information on St. Lawrence River conditions in the Central and Arctic Region, AVADEPTH, a water depth forecasting service for the Fraser River in Western Region and in the definition and implementation of e-Navigation in Canadian waters. As reported under the Enabling the Implementation of e-Navigation priority in Section 3 on page 21, the program has worked on a report based on the gap analysis readiness assessment that addresses the e-Navigation data sources and services. As well, work continues on the development of a national e-Navigation portal.

Key Initiatives

Post-Panamax Study, St. Lawrence River

Given the increase in marine traffic that is widely expected to occur in the near future, Canadian ports are seeking ways to increase their competitiveness. At the request of shipping industry representatives, a risk assessment to aid in the decision to authorize wide-beam vessels to navigate the St. Lawrence River up to the port of Montreal was prepared, in partnership with Transport Canada (TC) and the Laurentian Pilotage Authority. In 2010-2011 the risk assessment report was completed and its recommendations were analyzed by CCG and TC. In 2011-2012, an action plan with a view of implementing recommendations from the risk assessment report was completed. As part of the action plan during 2011-2012, CCG in cooperation with Transport Canada and pilots prepared guidelines regarding the transiting of post-Panamax type vessels in the St. Lawrence River shipping channel.

In 2012–2013, the transit of post-Panamax vessels in the St. Lawrence was authorized under certain conditions. In 2013-2014, the Coast Guard will continue to monitor the vessels' transits on the St. Lawrence and will monitor enforcement of the established guidelines by reporting on the number of transits and the rate of conformity to the guidelines.

Icebreaking Services

Icebreaking Services provides ice information and icebreaking services to clients on ice-covered waters of the Great Lakes, the St. Lawrence River, the East Coast of Canada, and the Arctic. Climate change and economic development have led to demands for extended periods of navigation through ice both in southern Canadian waters and in the Arctic. Given the need to maximize resource utilization in both ice operations and ice routing and information services, the program needs to be constantly aware of innovations in technologies and management practices that can support more efficient operations. Quality

and readily available ice information is of particular importance to vessels navigating through and around ice-covered waters. Because of the importance of publishing timely information on ice conditions, the program is deeply involved in online services development. Satellite imagery and enhanced marine radars, for example, can support the timely detection and recognition of dangerous ice, thereby enhancing safety and reducing navigation times. As the CCG fleet is aging and becoming less reliable, this information is of primary importance to help make optimal use of icebreakers, as well as improving ice routing and ice information to mariners.

Table 6: Icebreaking Services Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	172	4,100	**4,272**
Central & Arctic	399	2,830	**3,229**
Western	-	1,108	**1,108**
National Capital Region	54	8,652	**8,706**
Direct Program Total	**625**	**16,689**	**17,315**
Coast Guard Fleet Operational Readiness Allocation	46,158	14,347	**60,505**
Shore-Based Asset Readiness Services Allocation	12,642	4,982	**17,624**
Total Service Cost	**59,425**	**36,018**	**95,443**

Marine Communications and Traffic Services

2012-2013 Accomplishments

- Implemented Optimum Scheduling and MCTS Consolidation Plan.
- Developed a work plan and tools to conduct a needs and gap analysis of the MCTS officer certification and training program.
- Initiated the consolidation of the Arctic MCTS Centres into a single MCTS Centre in Iqaluit; Inuvik closed.

Safety of mariners and environmental protection in Canadian waters is highly dependent on the efficient and timely communication of information. With centres located across Canada, the MCTS program is CCG's communication backbone. By ensuring that an efficient communication system is available 24/7, the program contributes to the safety of life at sea, the protection of the marine environment, the safe and efficient movement of shipping in waterways, maritime domain awareness, and the provision of essential and accurate information to mariners. Its services are essential to deploying Search and Rescue and Environmental Response teams promptly and effectively to maritime crisis situations. MCTS is, in many situations, the only means by which a ship's call for assistance can be heard.

Performance Information

MARINE COMMUNICATIONS AND TRAFFIC SERVICES		
To achieve this result...	Measured this way...	With these targets...
Vessels have the marine communications and traffic services support they need to transit Canadian waters safely	Percentage of total number of collisions, strikings, and groundings out of the total vessel movements within vessel traffic system (VTS) zones	<1%

The MCTS program is highly influenced by new technology driven by international fora such as the International Maritime Organization and the International Telecommunication Union; changes in the marine transportation industry, which has seen the introduction of larger and faster vessels; and by heightened security concerns. As the program is highly dependent on good asset condition and life cycle support to ensure continuous operation, the program requires a national Service Level Agreement with Integrated Technical Support to ensure MCTS Levels of Service and standards are met in a cost effective manner.

Key Initiatives

NAVAREAs

NAVAREAs are geographical sea areas established by the International Maritime Organization (IMO) to coordinate the transmission of navigational warnings to mariners at sea. In October 2007, the IMO confirmed Canada in its role as international coordinator and issuing service for navigational warnings for two NAVAREAs in the Arctic. The broadcasting and coordinating of navigational warnings began, in initial operational capacity, in July 2010 from Prescott MCTS Centre via the Inmarsat SafetyNET satellite service using the English language.

CCG initiated the NAVAREA International SafetyNET satellite transmission service, in full operational capacity, in June 2011. Despite delays in the procurement process, CCG initiated the acquisition of high-frequency radio transmitting equipment for the Arctic in 2012-2013. In 2013-2014, CCG will prepare for the launch of high frequency radio transmissions of both meteorological and navigational information in the High Arctic by accepting delivery of the required equipment for Iqaluit and Resolute with the installation scheduled for 2014-2015.

Communication Control System (CCS)

CCG's current Communication Control System (CCS), in use for over 20 years, has become obsolete. The CCS is the central piece of telecommunications equipment that provides shore to ship and ship to shore marine communications. The system is mission critical for the purpose of Radio Aids to Marine Navigation at all MCTS Centres and contributes to the safety of vessels in Canadian waters. The CCS project will see the replacement of existing equipment in all MCTS Centres and remote sites across the country as part of the assets' life cycle management process.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Prepare for the launch of a high frequency radio transmission of both meteorological and navigational information in the eastern section of the High Arctic.		DG, ITS	AC, C&A
2014-2015			
Installation of CCS equipment in the eastern section of the High Arctic, transmission of both meteorological and navigational information using the CCS to mariners in the eastern section of the High Arctic.		DG, ITS	AC, C&A
Installation of CCS simulator at the CCG College.		DG, ITS	

Marine Communications and Traffic Services Certification and Training Program

The development of a continuous training framework for the Marine Communications and Traffic Services (MCTS) program is critical to CCG operations. The framework development includes various initiatives such as the development of competency profiles for operational MCTS Officers, the implementation of the Continuous Proficiency Training (CPT) course and the continued success of the national MCTS Officer Trainee (ab-initio[5]) recruitment program. Work will continue on the framework to ensure the continued support and successful recruitment and certification of MCTS Officers across Canada.

A review of the MCTS ab-initio development program commenced in 2012-2013 and continues in 2013-2014 with the development of a strategy to implement the resulting recommendations. This review will ensure an up to date and valid training program for the certification of MCTS Officers.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Conduct the needs and gap analysis of the MCTS officer certification and training program. Review the training objectives of the MCTS officer certification and training program and a draft report citing the recommendations from the analysis.		DG, Ops	ED College
2014-2015			
Develop a strategy to implement the recommendations and training objectives from the needs and gap analysis. Commence implementation of the strategy.		DG, Ops	ED College

Table 7: Marine Communication and Traffic Services Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	11,019	1,240	**12,259**
Central & Arctic	11,614	1,793	**13,407**
Western	8,779	1,328	**10,107**
National Capital Region	3,337	5,179	**8,516**
Direct Program Total	**34,749**	**9,539**	**44,288**
Coast Guard Fleet Operational Readiness Allocation	969	301	**1,270**
Shore-Based Asset Readiness Services Allocation	5,709	2,250	**7,959**
Total Service Cost	**41,427**	**12,090**	**53,517**

[5] An ab-initio is a person who is recruited and selected to participate in the *MCTS Officer Training and Certification program* in order to acquire the knowledge and skill requirements of a MCTS Officer.

Search and Rescue Services

2012-2013 Accomplishments

- Updated the Canadian Coast Guard Auxiliary Contribution Agreements for approval.
- Provided basic Search and Rescue training to Ranger Sergeants in Hay River.
- In response to the Search and Rescue Evaluation, developed and completed year 1 of the Management Action Plan which included the implementation of the framework of the new Risk-based Analysis of Maritime Search and Rescue Delivery (RAMSARD).

Canada is a maritime nation surrounded by three oceans whose population and economy make significant use of waterways for commercial and recreational purposes. The marine environment can be dangerous and CCG is an important player in responding to emergencies that occur on water.

The federal Search and Rescue (SAR) program is a cooperative effort by federal, provincial and municipal governments. CCG's SAR program leads, delivers, and maintains preparedness for the 5.3 million square kilometre maritime component of the federal SAR system. It does so with the support of multiple stakeholders and partners, including the Canadian Coast Guard Auxiliary and National Defence. Through distress monitoring, communication, and search and rescue activities, the CCG SAR program increases the chances of rescue for people caught in dangerous on-water situations.

Performance Information

SEARCH AND RESCUE SERVICES		
To achieve this result...	Measured this way...	With these targets...
Loss of life or injury to mariners in distress is minimized	Percentage of lives saved relative to total reported lives at risk in the maritime environment	≥90%
Search and Rescue Coordination and Response		
To achieve this result...	Measured this way...	With these targets...
People in maritime distress are assisted	Three year average number of maritime Search and Rescue incidents coordinated by CCG	6000

Key Initiatives

Search and Rescue Capacity and Capability

In 2011, an evaluation was undertaken of the Coast Guard Search and Rescue Program which focused on the core issues in assessing value for money: relevance and performance, including effectiveness, efficiency and economy. One of the findings was that there is no evidence of a national or regional on-the-water planning exercises standard or approach for the program and that no baseline has been established with regard to the level of exercises to be conducted in a given year. As this is an important component of training and preparing SAR staff for a maritime incident, the program will take steps to put

in place new tools to support and report on these exercises. The program will also implement a Management Action Plan to respond to the other recommendations in the program evaluation.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Prepare a Management Action Plan in response to the Office of the Auditor General's Search and Rescue Audit findings.	OAG	DG, Ops	DG, NS
Implement Risk-based Analysis of Maritime Search and Rescue Delivery (RAMSARD) methodology nationally according to roll-out plan to aid decision-making regarding the placement of SAR assets.		DG, Ops	All ACs

Consolidation of Marine Rescue Sub-Centres into Joint Rescue Coordination Centres

On June 6, 2011, the Government announced the consolidation of the Marine Rescue Sub-Centres (MRSC) in St. John's, Newfoundland and Labrador and Québec City, Québec into the existing Joint Rescue Coordination Centres (JRCC) in Halifax, Nova Scotia and Trenton, Ontario. The project will align maritime search and rescue co-ordination services according to boundaries of responsibility and enhance cooperation by co-locating marine and air search and rescue coordinators in the Joint Rescue Coordination Centres while achieving savings of $1 million annually.

In 2012-2013, CCG completed the consolidation of MRSC St. John's into JRCC Halifax and the eastern portion of MRSC Quebec into JRCC Halifax. However, due to HR training issues/certification of new employees, consolidation of MRSC Quebec eastern portion into JRCC Halifax is deferred pending a review by the Office of the Commissioner of Official Languages. The consolidation of the western portion of MRSC Quebec into JRCC Trenton is delayed from the Spring of 2013 to the Fall.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Finalize the consolidation of the Marine Rescue Sub-Centre in Quebec City into Joint Rescue Coordination Centres in Halifax and Trenton.		AC, C&A AC, Atlantic	

Canadian Coast Guard Auxiliary

The Canadian Coast Guard Auxiliary (CCGA) is organized into six federally incorporated, not-for-profit volunteer organizations and one national corporation. The Minister of Fisheries and Oceans maintains a formal Contribution Agreement with each of the six CCGA corporations for related costs. The corporations are separate legal entities from the Government of Canada and work in close partnership with CCG.

Canadian mariners have a strong tradition of responding to distress calls from vessels in trouble. Canada's vast and often inhospitable coastline, combined with unpredictable weather, has ensured that these situations are far from uncommon. It is not possible for the Canadian Coast Guard to cover the entire coastline, and for many decades CCG has relied on the volunteers of the Canadian Coast Guard Auxiliary to supplement its response efforts. The CCGA is an integral part of the National SAR program.

Every year, CCGA responds to approximately 21% of all maritime SAR incidents in Canada and is credited with saving approximately 1,000 lives each year. CCGA has approximately 3,979 members and access to approximately 1,133 vessels. Members' local knowledge, maritime experience, seafaring talents and professional conduct make them one of Canada's greatest maritime assets.

Performance Information

SEARCH AND RESCUE SERVICES CCG Auxiliary		
To achieve this result...	Measured this way...	With these targets...
Canadian Coast Guard Auxiliary (CCGA) members are available to respond to maritime Search and Rescue (SAR) incidents	Percentage of maritime SAR response by CCGA relative to the total number of maritime SAR incidents	20%

Table 8: Search and Rescue Services Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	2,715	8,132	**10,847**
Central & Arctic	2,678	5,726	**8,403**
Western	1,690	2,206	**3,896**
National Capital Region	759	1,103	**1,863**
Direct Program Total	**7,841**	**17,167**	**25,008**
Coast Guard Fleet Operational Readiness Allocation	55,617	17,287	**72,903**
Shore-Based Asset Readiness Services Allocation	14,943	5,888	**20,832**
Total Service Cost	**78,401**	**40,342**	**118,743**

Environmental Response Services

2012-2013 Accomplishments

- Established a national approach to environmental response training which included a National Training Plan.
- Developed a delivery strategy for environmental response training and exercises in Arctic communities.
- Improved the Canadian Coast Guard's cost recovery practices associated with monitoring and responding to marine pollution incidents in Canadian waters and reported on recovered funds.

The Canadian Coast Guard is the lead federal agency to ensure an appropriate response to ship-source and mystery-source spills in Canada's marine environment. Given the amounts of oil and other hazardous materials that are shipped via the marine transportation system, it is critical that the Canadian Coast Guard is ready to respond to marine pollution incidents in Canadian waters to protect coastal communities and Canada's interests. The objectives of the Environmental Response program are to minimize the environmental, socio-economic, and public safety impacts of marine pollution incidents.

An effective response to marine pollution events requires a high level of preparedness, including appropriate resources, strong partnerships, thoughtful contingency planning, and skilled personnel. The marine pollution response capacity within the Coast Guard is a unique federal capacity not found in other

federal departments. Therefore, the Coast Guard may use this unique capacity to support the response mandates of other federal partners such as spills from other sources (e.g. land based spills or offshore platforms) and emergency response events (e.g. Manitoba Floods). In addition, the CCG has mutual aid agreements with other nations, such as the United States Coast Guard and Denmark, which can be utilized in a large scale marine pollution response.

Performance Information

ENVIRONMENTAL RESPONSE SERVICES		
To achieve this result...	Measured this way...	With these targets...
Environmental, economic, and public safety impacts of marine pollution events are mitigated	Percentage of reported cases in which the response was appropriate relative to the pollutant, threat and impact	100%

Key Initiative

National Equipment Strategy

In 2011-2012, Coast Guard began an assessment of its environmental response capacity using the national standards under which Canada's certified Response Organization are held. The results of this project will inform both a National Equipment Strategy and the CCG Integrated Investment Plan. While the National Equipment Strategy was largely completed in 2012-2013, Transport Canada announced that a national oil spill assessment process will be completed by September 2014. The Strategy has been delayed as it must be informed by the outcomes of the assessment process. The Capacity Review and National Equipment Strategy will guide the acquisition of Environmental Response equipment, and ensure consistent life-cycle and material management of Environmental Response assets.

Table 9: Environmental Response Services Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	2,094	892	**2,986**
Central & Arctic	2,013	979	**2,991**
Western	1,295	460	**1,755**
National Capital Region	313	460	**772**
Direct Program Total	**5,714**	**2,790**	**8,504**
Coast Guard Fleet Operational Readiness Allocation	615	191	**807**
Shore-Based Asset Readiness Services Allocation	165	65	**230**
Total Service Cost	**6,494**	**3,047**	**9,541**

Maritime Security

2012-2013 Accomplishments

- Established two Terrestrial Automatic Identification System (AIS) test sites in the Arctic; and
- Continued to provide financial support to developing countries to assist them in meeting their international Long Range Identification and Tracking (LRIT) obligations.

Canadians and foreign trading partners expect Canada to have a secure maritime transportation system. To this end, the Canadian Coast Guard (CCG) leverages its capabilities, including extensive vessel identification and tracking systems, on-water capabilities and maritime expertise, to make significant contributions to national and maritime security.

Security is not a new activity for the Canadian Coast Guard. The Coast Guard Fleet has a long history of supporting enforcement activities of National Defence, the Royal Canadian Mounted Police and other federal departments. Fleet personnel have also long been engaged in supporting fisheries enforcement activities and continue in this role today. Following 9/11, however, the Coast Guard's security role has been expanded. Please see below for key initiatives.

Performance Information

MARITIME SECURITY		
To achieve this result...	Measured this way...	With these targets...
Federal enforcement and intelligence communities have adequate support and information to enhance their awareness of vessel movements and respond to marine incidents	Percentage of requests for information that are actioned within 30 minutes	100.0%
	Percentage of scheduled reports delivered on time	95.0%

Key Initiatives

Marine Security Enforcement Team

A key aspect of our increased role in supporting the federal maritime security agenda is the ongoing participation in the joint RCMP/CCG Marine Security Enforcement Team (MSET) program in the St. Lawrence – Great Lakes area. The program characterizes Canada's multi-agency approach to maritime security by leveraging existing departmental capabilities to collectively and efficiently achieve a national security objective.

The four interim MSET vessels are gradually being replaced and in the past year, 2 have been commissioned. The commissioning of the remaining 2 new Mid-Shore Patrol Vessels (MSPV) will take place in 2013-2014. The new MPSVs will provide the joint CCG/RCMP MSET program with a more robust on-water capability when compared to the interim vessels presently used.

Marine Security Operations Centres

DFO and CCG proactively participate in the multi-departmental Marine Security Operations Centres (MSOC) initiatives, with the Department of National Defence leading this initiative on the coasts and the RCMP providing the leadership in the St. Lawrence Seaway - Great Lakes (GL-SLS) area. CCG contributes significant data on maritime traffic, including associated on-water activities and analyzes this data to support and enhance maritime domain awareness on Canada's three coasts and in the GL-SLS area.

With the MSOCs having a 24/7 presence, the introduction of standardized procedures was critical for staff and allowed a more uniform level of service to our interdepartmental partners within the MSOCs. In a similar fashion, MSOC staff in Headquarters worked with the operational staff in the Centres to identify the high level operational requirements for the various tools needed to address the work of the CCG and DFO component of the MSOC. The finalized Statement of Operational Requirements describes the elements of the tool(s) that will allow the MSOCs to collate DFO and CCG information, analyze this data and enable the performance management strategy for the MSOC capability.

Automatic Identification System (AIS)

AIS is a vessel tracking system that automatically provides updates on vessel positions and other relevant ship voyage data to marine traffic operators. The purpose of AIS is to enhance Coast Guard's ability to identify and monitor maritime traffic in near real-time with accurate and detailed information, allowing for an enhanced awareness of vessels approaching and operating in Canadian waters. In addition to the safety benefits of collision avoidance and being aware of vessel traffic, there is also a collateral benefit of providing vessel traffic data to the maritime security enforcement and intelligence communities. To further improve both maritime safety and security, CCG has completed the installation of AIS in Resolute Bay and in Iqaluit.

Long Range Identification and Tracking System (LRIT)

LRIT is an integral part of the International Maritime Organization's (IMO) efforts to further enhance maritime security. Using satellite technology, LRIT allows for the tracking of SOLAS (International Convention for the Safety of Life at Sea) class vessels entering or transiting Canadian waters and of Canadian SOLAS class vessels operating internationally. CCG continues to lead the implementation of the international LRIT system and is working with national and international partners to ensure the long-term sustainability of this important vessel tracking system.

With LRIT, Canada is able to identify and track approximately 800 additional ships a day. This data significantly enhances Canada's maritime domain awareness and is shared with partners in the Canadian security, enforcement, and intelligence communities. LRIT is also being used by CCG to successfully track foreign flag vessels engaged in Arctic voyages. CCG is also examining other uses for this tool with a variety of partners within DFO for environmental purposes. These could include risk analysis for ship-based oil spills and shipping density analysis around Canada's marine protected areas. LRIT also benefits search and rescue by identifying vessels of opportunity in the area of a vessel in distress.

Furthermore, CCG continues to provide financial assistance to a number of developing countries in a capacity-building effort to establish their respective LRIT Data Centres. As the international lead for LRIT at IMO, Canada has been asked by the IMO and developing countries to assist them technically and financially to meet international LRIT obligations. By providing this assistance to the developing world, CCG supports the improvement of global maritime domain awareness.

Table 10: Maritime Security Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	-	1,078	**1,078**
Central & Arctic	-	741	**741**
Western	-	291	**291**
National Capital Region	4,152	1,571	**5,723**
Direct Program Total	**4,152**	**3,681**	**7,833**
Coast Guard Fleet Operational Readiness Allocation	3,188	991	**4,179**
Shore-Based Asset Readiness Services Allocation	854	336	**1,190**
Total Service Cost	**8,194**	**5,008**	**13,202**

Fleet Operational Readiness

2012-13 Accomplishments

- Operationalized and supported receipt of seven vessels.
- Reviewed and updated the lifeboat station guidelines.
- Published and implemented Fleet Safety and Security Manual Modernization.

The Canadian Coast Guard (CCG) Fleet Operational Readiness (FOR) Program provides safe, reliable, available, and operationally capable vessels, air cushion vehicles, helicopters, and small craft with competent and professional crews ready to respond to on-water and maritime related requirements. This program involves fleet management and operations, fleet maintenance, and fleet asset procurement. Through the Fleet Operational Readiness program, the CCG Agency ensures that the Government of Canada's civilian fleet meets the current and emerging needs and priorities of Canadians and the Government of Canada.

The FOR program supports Coast Guard programs, the Ecosystems and Oceans Science and Ecosystems and Fisheries Management activities of Fisheries and Oceans Canada, and the activities of a number of other government departments needing on-water delivery in support of their mandates. The Canadian Coast Guard College is an important contributor to the delivery of this program.

The FOR program is comprised of three program sub-programs: Fleet Operational Capability, Fleet Maintenance, and Fleet Procurement.

Performance Information

CANADIAN COAST GUARD FLEET OPERATIONAL READINESS		
To achieve this result...	Measured this way...	With these targets...
An operationally capable fleet that responds to the needs and requirements of the Government of Canada	Percentage of client mission completion against client-approved planned	90%
	Percentage of operational days lost due to breakdowns	3%
	Percentage of operational life remaining of the fleet of large vessels, the fleet of small vessels and the fleet of helicopters	50%

Fleet Operational Capability

The Fleet Operational Capability sub-program includes fleet operations, fleet management and the provision of fleet personnel. This sub-program ensures that certified professionals safely, effectively, and efficiently operate vessels, air cushion vehicles, helicopters, and small craft that are ready to respond to the Government of Canada's on-water and marine related needs. Activities associated with the Fleet Operational Capability sub-program are guided by a number of international conventions and domestic marine-related regulations.

Performance Information

COAST GUARD FLEET OPERATIONAL CAPABILITY		
To achieve this result...	Measured this way...	With these targets...
An operationally capable fleet that has the capacity to respond to the current operational needs and requirements of the Government of Canada	Number of operational days delivered vs. planned	95%

Fleet Maintenance

The Fleet Maintenance sub-program includes the management and delivery of maintenance services during the operational lives of the vessels, air cushioned vehicles, helicopters and small craft in order to ensure their availability and reliability to deliver fleet services. The Fleet Maintenance sub-program ensures availability and reliability of vessels through the provision of life-cycle investment planning, engineering, maintenance and disposal services. As required, this activity is delivered in coordination with Public Works and Government Services Canada (PWGSC). Activities associated with Fleet maintenance and refit are guided by a number of international and national trade agreements, legal instruments such as the *Financial Administration Act* and Government Contract Regulations, as well as policies, directives,

and guidelines provided by Treasury Board, Treasury Board Secretariat, Industry Canada and PWGSC. Fundamental authority for building fleet capability is found in the *Constitution Act, 1867* and the *Oceans Act*.

Performance Information

COAST GUARD FLEET MAINTENANCE		
To achieve this result...	**Measured this way...**	**With these targets...**
A reliable fleet that responds to the operational needs and requirements of the Government of Canada	Condition rating[6] for the fleet of large vessels remains within acceptable risk tolerance for reliability, availability and maintainability	64.4
	Condition rating for the fleet of small vessels remains within acceptable risk tolerance for reliability, availability and maintainability	65.8

Key Initiative

CCG Vessel Life Extension and Mid-Life Modernization Program

The Vessel Life Extension and Mid-Life Modernization Program will span nine fiscal years, with planned work concluding in 2021-2022. The Program will encompass seven vessel classes: Medium Icebreakers, High Endurance Multi-Tasked Vessels, Medium Endurance Multi-Tasked Vessels, Offshore Oceanographic Science Vessels, Offshore Patrol Vessels, Special Navaids Vessels, and Air Cushion Vehicles.

Vessel life extensions are measures that seek to extend the operational life of vessels (generally by 10 to 15 years) in order to deliver services for a longer period than originally designed. These are performed on an exceptional basis when vessel life extensions are deemed essential to ensure that Canadian Coast Guard can deliver on its mandate until new vessels are procured and delivered. The extension periods are targeted to be sufficient to enable a replacement vessel to be built (generally six to nine years) or program alteration found while minimizing disruption to existing program delivery.

Mid-life modernizations are part of the planned lifecycle management approach so that vessels reach their intended full operational life. Major components (hull, main engine, etc.) are normally designed to last the operational life of the vessel and do not usually need to be replaced. However, auxiliary components (electronics, compressors, etc.) are not designed to last the intended operational life of a vessel and need to be replaced part way through its operational lifecycle.

A mid-life modernization is generally scheduled after half of a vessel's operational life has elapsed. In the marine industry, mid-life modernizations are considered a wise and necessary lifecycle management investment with a return which enables vessels to reach their full operational life. As part of this sub-

[6] Through the Vessel Condition Survey program, Canadian Coast Guard (CCG) determines the condition of a vessel through an actual physical examination of each vessel resulting in a vessel condition score or rating. The target condition score/rating represents the acceptable tolerance for reliability, availability and maintainability against which the aggregate of the actual vessel condition survey results are measured.

program, two mid-life modernizations will be done on Air Cushion Vehicles to ensure that these vessels reach their full operational life of 25 years.

Both vessel life extensions and mid-life modernizations help vessels comply with modern environmental, safety, and other regulatory requirements (where applicable) that have come into effect since they were constructed.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Commence the effective project approval process as well as the procurement process for approved vessel life extensions and mid-life modernization of Canadian Coast Guard Vessels.	RPP	DG, ITS	
2014-2015			
Continue the effective project approval process of approved vessel life extensions and mid-life modernization projects.		DG, ITS	
Launch of the approved vessel life extensions and mid-life modernization projects.		DG, ITS	

Fleet Procurement

The Fleet Procurement sub-program manages the acquisition of new large and small vessels, air cushioned vehicles, helicopters, and small craft for the Department of Fisheries and Oceans. The program provides project management support to ensure effective and efficient management of project scope, schedule, cost and quality, as well as human resources and communications. The Fleet Procurement Program is delivered by Vessel Procurement and Integrated Technical Services, in collaboration with Public Works and Government Services Canada.

For details on vessel procurement activities please refer to Strategic Priority 1. Renewing Assets on page 15.

Since 2009, Coast Guard has successfully accepted delivery of:

- Three Mid-Shore Patrol Vessels;
- One Air Cushioned Vehicle – the CCGS Mamilossa;
- Five 47 feet motor lifeboats;
- Two specialty vessels;
- Three Near-shore Fishery Research Vessels;
- 30 environmental barges; and
- 60 small craft.

Performance Information

COAST GUARD FLEET PROCUREMENT		
To achieve this result...	Measured this way...	With these targets...
A modern fleet that responds to the operational needs and requirements of the Government of Canada	Percentage of critical milestones achieved versus planned	80%
	Percentage of new large vessels, small vessels, and helicopters delivered versus planned	80%
	Percentage of vessels planned for replacement (10 years or less of expected remaining operational life for large vessels, and 5 years or less of expected remaining operational life for small vessels) that have a funded procurement plan in place	90%

Table 11: Fleet Operational Readiness Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	77,145	25,084	**102,229**
Central & Arctic	47,284	14,328	**61,612**
Western	40,118	11,219	**51,338**
National Capital Region	17,056	15,275	**32,330**
Direct Program Total	**181,603**	**65,906**	**247,509**

Shore-Based Asset Readiness

2012-2013 Accomplishment

- Finalized the prioritization methodology for Aids to Navigation Asset Capital Projects.

The CCG Shore-based Asset Readiness (SBAR) program ensures CCG's non-fleet assets are available and reliable to support delivery of CCG programs. These non-fleet assets include both fixed and floating aids, such as visual aids (e.g. fixed aids and buoys), aural aids (e.g. whistles and bells), radar aids (e.g. reflectors and beacons), long-range marine aids and electronic aids including, the Differential Global Positioning System (DGPS) as well as electronic communication and navigation systems and over 300 radio towers. The Shore-based Asset Readiness program ensures availability and reliability of these assets through provision of life-cycle asset management activities such as investment planning, engineering, acquisition, maintenance and disposal services.

Performance Information

SHORE –BASED ASSET READINESS		
To achieve this result...	Measured this way...	With these targets...
Reliable shore-based assets ready to respond to the operational needs and priorities of the Government of Canada	Condition rating for MCTS program assets remains within acceptable risk tolerance for reliability, availability and maintainability	2 on a Scale of 1-4.
	Condition rating for Aids to Navigation program assets remains within acceptable risk tolerance for reliability, availability and maintainability	2 on a Scale of 1-4.

Key Initiatives

Program Site Prioritization

Refurbishment of aids to navigation currently receives approximately $8 million per year from the CCG capital budget with funds being allocated to regions based on regional priorities and capacity to deliver projects. While much needed re-investment projects are being successfully delivered, previous methods of allocating funds focused on regional as opposed to national priorities and leaving CCG vulnerable in the demonstration of appropriate use of funds.

A key recommendation of the A-base review was the establishment of a more rigorous methodology to determine national priorities based on requirements for capital investments. It is a critical tool for informed investment decisions to allocate capital funds to areas of higher importance and to national priorities.

In 2012-2013, stakeholder consultations were held and a prioritization methodology for fixed aids to navigation asset capital projects was formalized to better guide future investments. Future years will see a similar methodology applied to MCTS assets.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Determine national priorities for the refurbishment of fixed aids to navigation for inclusion in the integrated investment plan.		DG, ITS	DG, Ops
Finalize the prioritization methodology for MCTS assets.		DG, ITS	DG, Ops
2014-2015			
Determine national priorities for the refurbishment of MCTS sites for inclusion in the integrated investment plan.		DG, ITS	DG, Ops All ACs

Shore-Based Component of the Safety Management System

The Coast Guard is subject to federal health, safety and environmental legislation and regulations, namely Part II of the Canada Labour Code, the Canada Occupational Health and Safety (COHS) Regulations, the Maritime Occupational Health and Safety Regulations (MOHS), *Canadian Environmental Protection Act (CEPA)*, the *Canada Shipping Act* and other applicable policies, directives, standards and procedures. Currently, the CCG has in place a national Fleet Safety Management System (SMS) for CCG on-board vessel operations to comply with applicable legislation and associated policy frameworks. While there are some regional procedures addressing health, safety and the environment for shore-side CCG operations, a national health, safety and environmental management system does not exist. As such, the CCG Management Board has endorsed the implementation of a national Safety Management System (SMS).

In fiscal year 2012-2013, a National Hazard Identification and Risk Assessment workshop was conducted and internal consultations were held to establish an implementation strategy for the shore-based component of the SMS.

A Project Management Approach will be adopted to further develop and implement the Shore-based component of the SMS. In 2013-2014, CCG will conduct national stakeholder workshops and internal consultations toward the development of the initial draft manual of the Shore-based component of the SMS.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Develop the Shore-Based component of the CCG Safety Management System using a Project Management Approach.		DC, Ops	

Table 12: Shore-Based Asset Readiness Services Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	17,016	5,127	**22,144**
Central & Arctic	18,471	5,305	**23,776**
Western	10,507	3,192	**13,699**
National Capital Region	8,115	7,698	**15,813**
Direct Program Total	**54,109**	**21,322**	**75,431**

Canadian Coast Guard College

2012-2013 Accomplishments

- Provided training to 206 students in the Officer Training Program (119 navigator's & 87 engineers);
- Graduated 37 Ships' Officers (23 Navigation Officers & 14 Marine Engineering Officers);
- Delivered 3 Continuous Proficiency Courses to 27 MCTS Officers representing all CCG Regions of Canada;
- Provided training to 93 Electronic Technicians from all Regions in Canada;
- Delivered 7 training sessions in Search and Rescue and 3 training sessions in Emergency Response to 95 Coast Guard Personnel;
- Delivered a "training week" in the Fall of 2012 for College employees, and offered to other federal departments, which consisted of delivering 63 course offerings;
- Number of forecasted students in the Officer Training Program in 2013-14 is 220 - subject to organizational requirements; and
- The MCTS Program is forecasting "Ab initio" training for 22 MCTS Officer Trainees in 2013-14.

The Canadian Coast Guard College is the main operational and technical training facility for CCG. The mission of this bilingual national organization is to train and develop marine professionals in support of CCG-mandated programs in marine safety, security, and environmental protection. As CCG's training centre of expertise, the College delivers quality, bilingual maritime training and services.

The College offers core national educational programs in 4 streams: CCG Officer Training Program and continued technical training for seagoing personnel, Marine Communications and Traffic Services, Marine Maintenance and Equipment Training, and Rescue, Safety, and Environmental Response.

As a residential training facility, the College employs approximately 112 people, including 57 instructors and 55 full-time staff dedicated to academic support, general administration and management of the institution, campus services, recruitment, library, food services and information technology.

Performance Information

CANADIAN COAST GUARD COLLEGE 2013-14		
To achieve this result...	Measured this way...	With these targets...
Trained operational personnel are ready to respond to the operational needs and requirements of the Government of Canada	Percentage of Officer Training Program graduates to approved trainee intake	70%
	Percentage of Marine Communications & Traffic Services Officer graduates to approved trainee intake	90%

Number of Cadets at the Canadian Coast Guard College

OFFICER TRAINING PROGRAM – SHIPS' OFFICERS	FORECASTED NUMBER OF STUDENTS
Fiscal Year 2013-2014	220 Students
Fiscal Year 2014-2015	For FY 2014-15, the annual intake of trainees into the Coast Guard Officer Training Program will be based on forecasted operational requirements.

- Based on September 2012 class intake target of 64 students per year
- Intake target subject to change based on Fleet requirements

Number of Cadets at the Canadian Coast Guard College

MCTS PROGRAM	FORECASTED NUMBER OF STUDENTS
	Ab-initio Training
2013-2014	22* trainees

- Based on program requirements

Table 13: Coast Guard College Resource Profile, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	-	-	-
Central & Arctic	-	-	-
Western	-	-	-
National Capital Region	221	82	**303**
College	9,702	3,008	**12,711**
Direct Program Total	**9,923**	**3,090**	**13,014**
Coast Guard Fleet Operational Readiness Allocation	-	-	-
Shore-Based Asset Readiness Services Allocation	-	-	-
Total Service Cost	**9,923**	**3,090**	**13,014**

Key Initiatives

Partnerships

Throughout 2013-2014 the College will continue to focus on strengthening its relationship with key stakeholders as well as promoting engagement with partners from post-secondary education and training fields. These partnerships range from the Association of Canadian Community Colleges (ACCC) to our degree granting partner, Cape Breton University.

As a result of our relationship with Cape Breton University, the Canadian Coast Guard College will be a host partner for the 33rd annual *Society for Teaching and Learning in Higher Education* ***(STLHE)*** Conference in June 2013. This national conference will provide a forum, for 150 delegates from across Canada, to exchange ideas and information on post-secondary teaching and learning, and celebrate teaching excellence and educational leadership. The Canadian Coast Guard College's involvement with the society provides an ideal environment to foster professional development and establish networks in teaching and learning in higher education.

The Canadian Coast Guard College and Cape Breton University have representation on each other's governing bodies in an effort to encourage an understanding and harness our mutual wealth of experience in education and emergency management for the betterment of the Canadian society.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Strengthen partnership with Cape Breton University and participate in the Society for Teaching and Learning in Higher Education (STHLE) Conference in June 2013.		ED College	

The Canadian Coast Guard College is also a member of the Canadian Association of Marine Training Institutes (CAMTI). This group provides feedback on all new marine training legislation to Transport Canada. This membership also allows for the sharing of expertise and courseware which aids in strengthening marine training programs across the country.

CCG Operational Training Governance Framework

The College is developing with internal program partners (Operations, ITS) a governance framework that will provide clarity on roles and responsibilities with regard to operational training across the Agency. This

framework will also strengthen our capacity to plan and deliver Coast Guard's shorter and longer term training needs.

COMMITMENT	LINKED TO...	LEAD	SUPPORT
2013-2014			
Finalize the CCG Operational Training Governance Framework.		ED College	DG, Ops DG, ITS All ACs
2014-2015			
Implement the CCG Operational Training Governance Framework.		ED College	DG, Ops DG, ITS All ACs

Post-Training Assessments

As a result of the 2012 Department of Fisheries and Ocean's Evaluation of the Canadian Coast Guard College training programs, the Canadian Coast Guard is required to develop post-training assessments of the College's various training programs. In 2013-2014 the College will consult with its Coast Guard program clients (Operations, Integrated Technical Services) to develop a post-training assessment methodology which will become an effective tool to ensure the delivery of reliable and relevant maritime training.

Community Involvement

In 2013, the College will participate with Techsploration, a joint initiative of the Nova Scotia Community College, the Women in Trades and Technology and the Nova Scotia Department of Labour to work with schools throughout Nova Scotia to encourage girls in grades nine through twelve to continue their studies in math and science and to consider careers in the sciences, trades and technologies as exciting options for their future.

International Collaboration and Activities

The safety, security and sustainability of the three oceans that border Canada are in part the responsibility of the CCG. Much of what happens in the marine environment globally can have an impact on our environment. By working closely with many related organizations, the CCG advances common objectives of marine safety and security while at the same time increasing its influence on the direction of key priorities, such as leadership on e-Navigation, environmental response, the Arctic, maritime security, and vessel procurement.

Through the committees and sub-committees of the International Maritime Organization, for example, Coast Guard participates in the decision making process on key operational procedures, manuals and safety systems; however, the organization also provides an opportunity for Coast Guard to assume the role of leader and share its expertise vis-à-vis the development and implementation of e-Navigation. CCG also works with the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) to develop common rules, regulations, policies and technology for safe and secure marine navigation. Participation in IALA allows Canada to influence decisions on all aids to navigation matters, contribute to the development and recommendation of technical standards for aids to navigation and

vessel traffic services, and build Canada's reputation as a leader in the field of e-Navigation. It also serves as a forum to learn about new technologies that have been tested in other countries.

Sharing best practices and providing expert advice to foreign governments on operational issues is vital to ensuring the health and safety of the world's oceans. Coast Guard participates in the Arctic Council Emergency Prevention, Preparedness and Response Working Group, sharing its expertise and providing advice on program delivery of environmental response capacity in the Arctic waters. By doing so, Canada has the potential to influence the programming of other countries.

The Coast Guard's leadership of the Canadian delegation for both the North Pacific Coast Guard Forum (NPCGF) and the North Atlantic Coast Guard Forum allows it to communicate its vision for addressing maritime security, one of Coast Guard's strategic priorities. Member countries meet twice a year to discuss matters related to combating illegal trafficking, combined operations, emergency response, information exchange, maritime security, governance and fisheries enforcement.

Being neighbours, CCG and the United Stated Coast Guard (USCG) share maritime interests as well as a number of clients and stakeholders. Our efforts at continuous improvement involve performing joint exercises on a regular basis and working together to implement joint procedures, for example in vessel traffic services for neighbouring waters on the Great Lakes or on the Juan de Fuca Strait on the west coast. Every year, a summit of the leaders of both organizations is held to ensure ongoing cooperation and provide guidance for this valuable partnership. Partnering with the United States Coast Guard also facilitates collaboration on fleet renewal issues, another key priority area, helping Canada stay in step with changes in ship design and production and prepare for future trends in marine technologies, thereby improving the design and maintenance of new Coast Guard ships.

SECTION 7

7: FINANCIAL INFORMATION

The 2013-16 planning cycle will be a period of substantial change for the Canadian Coast Guard. The Agency will continue to receive significant investments in our fleet assets, while at the same time reorganizing our operations to maximize further operating efficiencies. Combined, this represents an ambitious change agenda, which has significant implications on our financial resources.

The Government of Canada has continued its support for the Canadian Coast Guard with the announcement of further significant investments in the Agency. In Budget 2012, the Agency received over $5.2 billion for the renewal of our Fleet, and Budget 2013 announced an additional investment for CCG to support a World-class Tanker Safety System. In an environment of fiscal restraint, these investments clearly indicate the importance of the CCG for Canadians and the Government of Canada.

Nevertheless, the Government, and the Canadian Coast Guard, must continue to ensure future fiscal stability. Consequently, the Agency has embarked on a transition phase which will continue through the 2013-16 planning period. As of April 1, 2013, CCG has nearly completed the consolidation of Arctic MCTS services, while our new three-region service model, the discontinuation of the Loran "C" signaling system, and changes in Vancouver Search and Rescue are all complete. We are also progressing on implementing the consolidation of our southern Marine Communications and Traffic Services Centres and implementing Alternative Service Delivery of Buoy Tending.

These initiatives are critical for ensuring the Agency is leaner, more efficient and well positioned to continue delivering high levels of service into the future. But these changes also have an impact on the Agency's financial flexibility to respond to economic challenges. By the end of the 2013-16 planning cycle, CCG will have completed implementation of all of our planned efficiency measures, and the corresponding operating budgets will have been correspondingly reduced. Increased costs, especially in fuel, are already difficult to manage, and other inflationary pressures will continue to add to challenges in the years to come.

Similarly, the Agency has also been re-examining Marine Services Fees. The current Marine Services Fees do not recover the full cost of Coast Guard services provided to commercial and other users, nor does the Canadian Coast Guard meet existing revenue targets. In the past, this gap in revenue has been covered by the Department through a variety of ad hoc measures but, by the end of the 2013-16 planning cycle, this flexibility will no longer exist. CCG and DFO will need to find a more sustainable strategy. To this end, we will pursue a systematic approach to update cost recovery, based on preconditions set out in the *User Fees Act*.

The Agency also recognizes the need to improve our resource allocation process for operating budgets. As a result, CCG has started a project to establish Activity-based Budgeting for the 2014-15 fiscal-year. This project will aim to identify common work plans and standard budget rates where feasible, leading to a more structured approach to allocating resources. This will help CCG better integrate work plans and objectives with the budgeting cycle.

It is clear that during the 2013-2016 planning cycle the Agency will face important transformations: a significant infusion of capital funds for our fleet, and the need for increased efficiency in our operating budgets. Both of these changes represent opportunities for the Agency. We will continue the process of renewing our fleet while ensuring that we maintain efficient operations, placing the Agency's finances on a solid footing to continue delivering the high level of services our clients expect.

Table 14: CCG Derivation of 2013-2014 Budget Allocation (thousands of dollars)

	SALARY	O&M*	SUB-TOTAL	MAJOR CAPITAL	CONTRI-BUTIONS	VNR	TOTAL
Total available for CCG program activities in 2012-13	317,339	149,072	466,411	213,131	4,921	(47,814)	636,549
Reduction to EFM funding for at-sea Programs	(1,585)	(2,597)	(4,182)				(4,182)
Fleet Procurement Program Core Funding	3,556	1,224	4,781				4,781
Offshore Fisheries Science Vessels			0	14,180			14,180
Vessel Life Extension and Mid-life Modernization Program			0	78,107			78,107
Mid-shore Patrol Vessels			0	(22,874)			(22,874)
Polar Icebreaker			0	(10,483)			(10,483)
Air Cushion Vehicle			0	2,352			2,352
CCG Reorganisation	4,184	(5,021)	(837)				(837)
Efficiency Savings	(16,065)	10,799	(5,266)		100		(5,166)
Sunset funding - MSOC, NAVAREA, and Pangnirtung support		(9)	(9)	(1,200)			(1,209)
Contract Settlement Adjustments	4,224		4,224	269			4,493
Transfers to/from OGDs and Other Sectors	(69)	229	160	(29)			131
Total available for CCG program activities in 2013-14	311,565	153,697	465,262	271,453	5,021	(47,814)	693,822

* Budget includes EFM and EOSS fuel budget and in-year funding from EOSS for at-sea science programs.

Table 15: CCG Vote 1 and Vote 5 Lower Level Budget Allocations (thousands of dollars)

		VOTE 1						VOTE 5
		SALARY	OTHER O&M	FUEL	VNR	MINOR CAPITAL	VOTE 1 TOTAL	MAJOR CAPITAL
Atlantic		115,422	29,814	21,581	(44)		166,773	15
Central & Arctic		84,930	27,889	10,640	(4,627)		118,833	12
Western		66,770	17,043	5,349	(148)		89,014	19
College		9,702	3,008		(1,700)		11,011	
NCR	Commissioner	1,694	479	-			2,173	
	Operations	14,235	14,281	-	(41,395)		(12,879)	106,236
	IBMS	4,011	427	-			4,439	
	ITS	7,478	6,215	-			13,693	14,837
	National Strategies	3,834	1,800	-			5,634	
	VP	3,489	1,220	-			4,709	64,720
	P&C/Other	-	13,951	-			13,951	85,615
	NCR Total	34,740	38,373	-	(41,395)	-	31,718	271,407
Total CCG		311,565	116,127	37,570	(47,914)	0	417,349	271,453

Table 16: Financial Allocations by PAA Program, 2013-2014 (thousands of dollars)

PAA PROGRAM	SALARY	O&M	TOTAL OPERATING	MAJOR CAPITAL	GRANTS AND CONTRIBUTIONS	TOTAL PLANNED SPENDING**
Marine Communications and Traffic Services	34,749	9,539	**44,288**		-	**44,288**
Marine Navigation	13,474	30,201	**43,675**	-	-	**43,675**
Search and Rescue Services	7,841	17,167	**25,008**	-	5,021	**30,029**
Environmental Response Services	5,714	2,790	**8,504**	-	-	**8,504**
Maritime Security	4,152	3,681	**7,833**	-	-	**7,833**
Coast Guard College	9,923	3,090	**13,014**	-	-	**13,014**
Fleet Operational Readiness*	181,603	65,906	**247,509**	232,350	-	**479,859**
Shore Based Asset Readiness	54,109	21,322	**75,431**	39,103	-	**114,534**
Total	**311,565**	**183,697**	**495,263**	**271,453**	**5,021**	**741,737**

* O&M includes EFM and EOSS ship refit and fuel funding
** Excludes Vote-Netted Revenue (VNR)

Table 17: Financial Allocations by Region, 2013-2014 (thousands of dollars)

REGION	SALARY	O&M	TOTAL
Atlantic	115,422	51,396	**166,817**
Central & Arctic	84,930	38,529	**123,460**
Western	66,770	22,392	**89,162**
College	9,702	3,008	**12,711**
National Capital Region*	34,740	38,373	**73,113**
Total	**311,565**	**183,697**	**495,263**

* Funding in NCR includes a total of $16.5M related to National Programs - these funds will ultimately be spent on programs delivered in the regions.

Table 18: Financial Allocation by PAA Program by Region, 2013-2014 (thousands of dollars)

PAA PROGRAM	ATLANTIC	CENTRAL & ARCTIC	WESTERN	COLLEGE	NATIONAL CAPITAL REGION	NATIONAL PROGRAMS	TOTAL
Marine Communications and Traffic Services	12,259	13,407	10,107		7,804	712	**44,288**
Marine Navigation	15,276	12,528	8,077		(957)	8,750	**43,675**
Search and Rescue Services	10,847	8,403	3,896		1,863	-	**25,008**
Environmental Response Services	2,986	2,991	1,755		772	-	**8,504**
Maritime Security	1,078	741	291		992	4,731	**7,833**
Coast Guard College				12,711	303	-	**13,014**
Fleet Operational Readiness	102,229	61,612	51,338		30,382	1,948	**247,509**
Shore Based Asset Readiness	22,144	23,776	13,699		15,474	339	**75,431**
Total	**166,817**	**123,460**	**89,162**	**12,711**	**56,634**	**16,480**	**495,263**

Table 19: National Programs, 2013-2014 (thousands of dollars)

PAA PROGRAM	ICE RECON-NAISSANCE	HELICOPTERS	AUTOMATED IDENTIFICA-TION SYSTEM	MARINE SECURITY OPERATIONS CENTRES	SHIP'S RADIO INSPECTION (SRI)	MARINE RESEARCH AND DEVELOP-MENT	NAVAREAS	TOTAL
Marine Communications and Traffic Services	-	-	-	-	-	-	712.2	**712.2**
Marine Navigation	8,600.0	-	-	-	-	150.0	-	**8,750.0**
Search and Rescue Services	-	-	-	-	-	-	-	-
Environmental Response Services	-	-	-	-	-	-	-	-
Maritime Security	-	-	300.0	4,430.9	-	-	-	**4,730.9**
Coast Guard College	-	-	-	-		-	-	-
Fleet Operational Readiness	-	1,947.9	-	-	-	-	-	**1,947.9**
Shore Based Asset Readiness	-	-	263.7	-	75.0	-	-	**338.7**
Total	**8,600.0**	**1,947.9**	**563.7**	**4,430.9**	**75.0**	**150.0**	**712.2**	**16,479.7**

Table 20: CCG Vote-Netted Revenue Targets by PAA Program, 2013-2014 (thousands of dollars)

PAA PROGRAM	MARINE SERVICE NAVIGATION FEES	ICE BREAKING SERVICES	MARINE DREDGING FEE	CCG COLLEGE FEES	OTHER	TOTAL
Marine Navigation - Aids to Navigation Services	(4,750)					**(4,750)**
Marine Navigation - Waterways Management Services			(4,600)			**(4,600)**
Marine Communications and Traffic Services					(44)	**(44)**
Marine Navigation - Icebreaking Services		(2,409)				**(2,409)**
Coast Guard College				(1,700)		**(1,700)**
Coast Guard Fleet Operational Readiness	(12,688)	(9,299)				**(21,987)**
Shore Based Asset Readiness	(10,376)	(2,047)				**(12,423)**
Total	**(27,815)**	**(13,755)**	**(4,600)**	**(1,700)**	**(44)**	**(47,915)**

Additionally, the CCG's Major Capital Budget and Planned Expenditures are detailed within the ***2013-2014 to 2017-2018 Canadian Coast Guard Integrated Investment Plan***. This plan outlines comprehensive information pertaining to the Agency's investments including major capital spending. It is available at http://www.ccg-gcc.gc.ca/eng/CCG/Publications.

ANNEXES

Annex A: Research and Development Program

Research and Development supports the technological response to challenges and opportunities identified as essential to implementing CCG activities. Research and Development projects generate the knowledge required to respond to an evolving operational environment, evolving client demands and broad-based adjustments to program structures. The ongoing projects for 2013-2014, listed below, have detailed deliverables that are required to achieve mission goals.

Project Code	Project Title	Total Estimated Cost ($000)	2013-2014 Funding ($000)
Waterways Management Services			
MNW08	St. Lawrence River Water Level Forecasting Model with Ice Covers – Phase II (Effects of Ice Development to Water Levels)	76.0	60.0
Icebreaking Services			
FVGV6	Ice Hazard Radar	431.0	90.0
		Total	**150.0**

Annex B: Auditor General's Recommendations (2000 and 2002): Crosswalk to 2013-2014 Business Plan Commitments

In its 2007 Status Report, the Auditor General found that the Coast Guard had not made satisfactory progress addressing recommendations from previous audits on the Fleet (2000) and marine navigational services (2002). The Auditor General noted that one of the contributing factors was that the Coast Guard had tried to deal with all of the previous recommendations simultaneously and, as a result, had not been able to address any satisfactorily.

The 2007 Report outlined the following recommendations for the Coast Guard: focus on establishing priorities for improvement; set clear achievable goals for those priority areas; allocate sufficient, appropriate resources; and plan and implement the changes by holding managers and organizational units accountable for results. The Canadian Coast Guard is committed to using the business planning process to establish priorities for improvement in the context of delivering its programs and services.

In its "Managing the Coast Guard Fleet and Marine Navigational Services – Fisheries and Ocean Canada" Report, dated April 2008, the Standing Committee on Public Accounts (SCOPA) recommended that the Coast Guard Business Plan include an appendix cross-referencing the Plan's commitments with the Auditor General's findings. This Annex responds to that SCOPA recommendation.

Listed below are the Auditor General's 2000 and 2002 recommendations followed by the 2013-2014 Integrated Business and Human Resources Plan commitments which are linked to these recommendations. In a few instances, there are certain actions led by the Coast Guard which are not specific commitments within the Business Plan.

Auditor General's Recommendations – 2000[7]

1. The Department should review how the fleet fits into its current organizational and accountability structure and take measures to ensure that the fleet can operate in a cost-effective manner (paragraph 31.72)

- **Fair and Effective Management**
  - Continue transition to Standard Organization
- **Completed and ongoing.**

2. The Department should address the weaknesses associated with its key fleet management processes, including:

a) Establishing clear, concrete and realistic program performance expectations that include a long-term perspective.
Completed and ongoing

b) Establishing a long-term fleet planning and funding horizon
  - See commitments under Recommendation 3

Completed and ongoing.

---

[7] A number of the Auditor General Recommendations are no longer identified in the CCG Business Plan as they are completed and/or ongoing. The work being done no longer requires a business plan commitment. They have been presented here for continuity purposes only.

c) Developing service accords between the programs and the fleet

- **Service Level Agreements with DFO Clients**
  - In 2008-2009, the Canadian Coast Guard developed Service Level Agreements (SLAs) between Fleet and DFO Oceans & Science and DFO Ecosystems & Fisheries Management Sectors – Conservation and Protection. In 2009-2010, implementation of these SLAs began as a pilot project that included the development, testing, and modification of effective performance measures.
  - In 2010-2011 CCG developed an SLA between Fleet and Maritime Services to increase transparency and internal accountability. In 2011-2012 the internal SLA was implemented on a pilot basis in order to formalize the levels of service Fleet provides to Maritime Services (Aids to Navigation, Icebreaking, Search and Rescue, and Environmental Response).
  - In 2012-13, CCG negotiated a renewed Service Level Agreements for the provision of Fleet services to DFO Ecosystems and Fisheries Management Sectors.
  - CCG will continue to work with DFO Ecosystems and Oceans Science to develop a renewed Service Level Agreement for the provision of Fleet services.
- **Completed and ongoing.**

d) Establishing budgetary processes that support accountability.

- **Completed.**

e) Setting up integrated information systems to enable the Department to monitor and account for the actual performance of the fleet in terms of service and cost.

- **Completed and ongoing.**

f) Implementing costing policies that support the use of the lowest-cost alternative in acquiring service while meeting departmental objectives (paragraph 31.73).

- **Completed.**

3. The Department should consider a longer-term strategy to renew its aging fleet. Such a strategy should take into consideration the changing nature of program requirements, the impact of technological change and the potential for alternative means of acquiring the service needed (paragraph 31.106).

- **Coast Guard's Fleet Renewal Initiatives**
  - National Shipbuilding Procurement Strategy
    - On June 3, 2010, the National Shipbuilding Procurement Strategy was announced to establish a long-term strategic sourcing relationship between the Government of Canada and two Canadian shipyards for the construction of its large vessels. On October 19, 2011, as a result of a fair and competitive process, Irving Shipbuilding Inc. was selected to build the combat vessels and Vancouver Shipyards Co. Ltd. was selected to build non-combat vessels. Coast Guard's Polar Icebreaker and four offshore science vessels are part of the non-combat component.
    - Umbrella Agreements, which capture the general intent and principles of the strategic sourcing relationship, were signed with Irving Shipbuilding Inc. and Vancouver Shipyards Co. Ltd., on February 13 and 14, 2012 respectively.
    - The Canadian Coast Guard and Public Works and Government Services Canada will work together on the next phase of the National Shipbuilding Procurement Strategy which involves preparation and negotiation contracts for the construction of the science vessels.
    - **Completed.**
  - Coast Guard's Fleet Renewal Plan
    - Update the Fleet Renewal Plan to ensure congruence with Government directions and Coast Guard's long-term vision of its programs and services.
    - Manage the construction of Mid-Shore Patrol Vessels in accordance with negotiated contractual milestones.
    - Delivery was accepted on three mid-shore Patrol Vessels in 2012-2013.
    - Accept delivery of three Mid-Shore Patrol Vessels in 2013-2014.
    - Accept the delivery of the last three Mid-shore Patrol Vessels in 2014-2015.

- Award the construction engineering contract in 2014-2015 and construction contract in 2015- 2016 to build the Offshore Oceanographic Science Vessel.
- Conduct the Final Design Review of the Polar Icebreaker.
- Manage construction of the Air Cushion Vehicle and Offshore Oceanographic Science Vessel in accordance with negotiated contractual milestones.
- Accept delivery of two 22-metre Near-Shore Fishery Research Vessels and one 25-metre Near-shore Fishery Research Vessel.
- Contract for the acquisition of light and medium helicopters will be awarded.
- Contract for the acquisition of the helicopter simulator will be awarded.

- **Completed and ongoing.**

- **Project Management Framework**
  - Implement the Project Management Framework.
  - Complete Project Management Directives.
  - Develop and begin implementation of an Action Plan to improve project management within Coast Guard.
  - Finalize implementation of the Action Plan to improve project management within Coast Guard.
  - Conduct a Maturity Assessment of overall project management capacity.
- **Completed and ongoing.**

4. The Department should complete the development and implementation of lifecycle management policies and procedures for its fleet (paragraph 31.107).

- **Improve Asset Maintenance**
  - Continue to operationalize the Centre of Expertise for vessel maintenance management including funding and staffing Phase II of VMMR capital-funded positions.
  - Enter specified maintenance plans in Maximo.
  - Commence the effective project approval process as well as the procurement process for approved vessel life extensions and mid-life modernization of Canadian Coast Guard Vessels.
- **Completed and ongoing.**

5. The Department should ensure that the fleet activity is supported by information systems that produce integrated, timely, reliable and relevant information (paragraph 31.108).

- CCG Fleet will continue to maintain and make use of its newly developed iFleet system, which captures the actual activities of fleet vessels on an hourly basis and provides information to all levels of management. The system is essential to effective decision-making, planning, performance measurement, and reporting at all levels of management and to the public.

6. The Department should develop a human resource strategy for the fleet to address the need to maintain the skills and knowledge of ship-based personnel and to ensure that a sufficient number of qualified officers and crew are available in the future. The strategy should consider a long-term approach to the collective agreements with ship's personnel so that they can be administered in an efficient and economical manner and can support the fleet's operational requirements (paragraph 31.137).

- **Workforce Management**
- Through CCG's Strategic Human Resources Plan, a number of strategies, initiatives and frameworks are being put into place to address key organizational needs:
  - A Qualified and Representative Workforce;
    - Develop an HR Plan addressing human resources challenges related to vessel procurement.
    - Implement CCG commitments stemming from the new 2011–2014 DFO Employment Equity Action Plan.
    - Implemented the Aboriginal Bridging Pilot Project into the Officer Training Program.
    - Evaluate and report on the success of the Aboriginal Bridging Pilot Project for consideration in future recruitment strategies.
    - Implement Third Class Engineer certificate module as a pilot in Québec Region as further implementation of the Ships' Crew Certification Program.

        - Extend Certificate Training Program to CCG Fleet based on national certificate demographic analysis.
    - Develop and Support People;
        - Implement ENG-03 Coaching and Mentoring Program.
        - Delivery of a Second language Program as part of the CCG Officer Training Program.
    - Fair and Effective Management;
        - Implement the Performance Review System Action Plan.
        - Implement the CCG Public Service Employee Survey (PSES) Action Plan.
- **Completed and ongoing.**
- **Fleet Operational Capability** – Human Resources Initiatives
- **Completed and ongoing.**

7. The Department should regularly analyze payroll costs related to the fleet and take action to control such costs, where necessary (paragraph 31.138).
- **Complete and Ongoing.**

Auditor General's Recommendations – 2002

8. The Canadian Coast Guard should ensure that there are up-to-date national policies, standards and levels of service expectations for its navigational support services. It should also develop the capability to monitor the implementation of these policies, standards, and expectations. (paragraph 2.53).
- Levels of Service Review.
    - **Completed**.
- Aids to Navigation 21st Century (AToN21).
    - **Completed**.
- Search and Rescue Needs Analysis.
    - Implement the framework of the new Risk-based Analysis of Maritime Search and Rescue Delivery.

9. For its navigational support services and boating safety activities, Fisheries and Oceans Canada should do the following[8]:

a) Complete the implementation of its results-based management and accountability frameworks;
- Strategic Program Framework for CCG's Maritime Services.
    - **Completed and ongoing**.

b) Establish clear, measurable, concrete targets for the identified outputs and immediate outcomes for each framework;
    - **Completed**.

c) Identify who is accountable for achieving targets and managing resources;
    - **Completed**.

d) Align budgeting and resource allocation with the frameworks; and
    - **Completed**.

e) Develop or identify sources of information to measure results (paragraph 2.68)
    - **Completed and ongoing** - type and quality of data are reviewed annually.

10. The Coast Guard should complete and implement its draft guidance on risk management (paragraph 2.73)
    - **Completed and ongoing** – CCG and DFO risk profiles are updated regularly and mitigation strategies are integrated into business planning.

11. Fisheries and Oceans Canada should develop and implement strategies to modernize and integrate the delivery of its navigational support services to meet user needs (paragraph 2.77)
- e-Navigation
    - Ongoing with implementation of federal vision and strategy for e-Navigation.

---

[8] The boating safety activities (Office of Boating Safety) were transferred to Transport Canada in 2003.

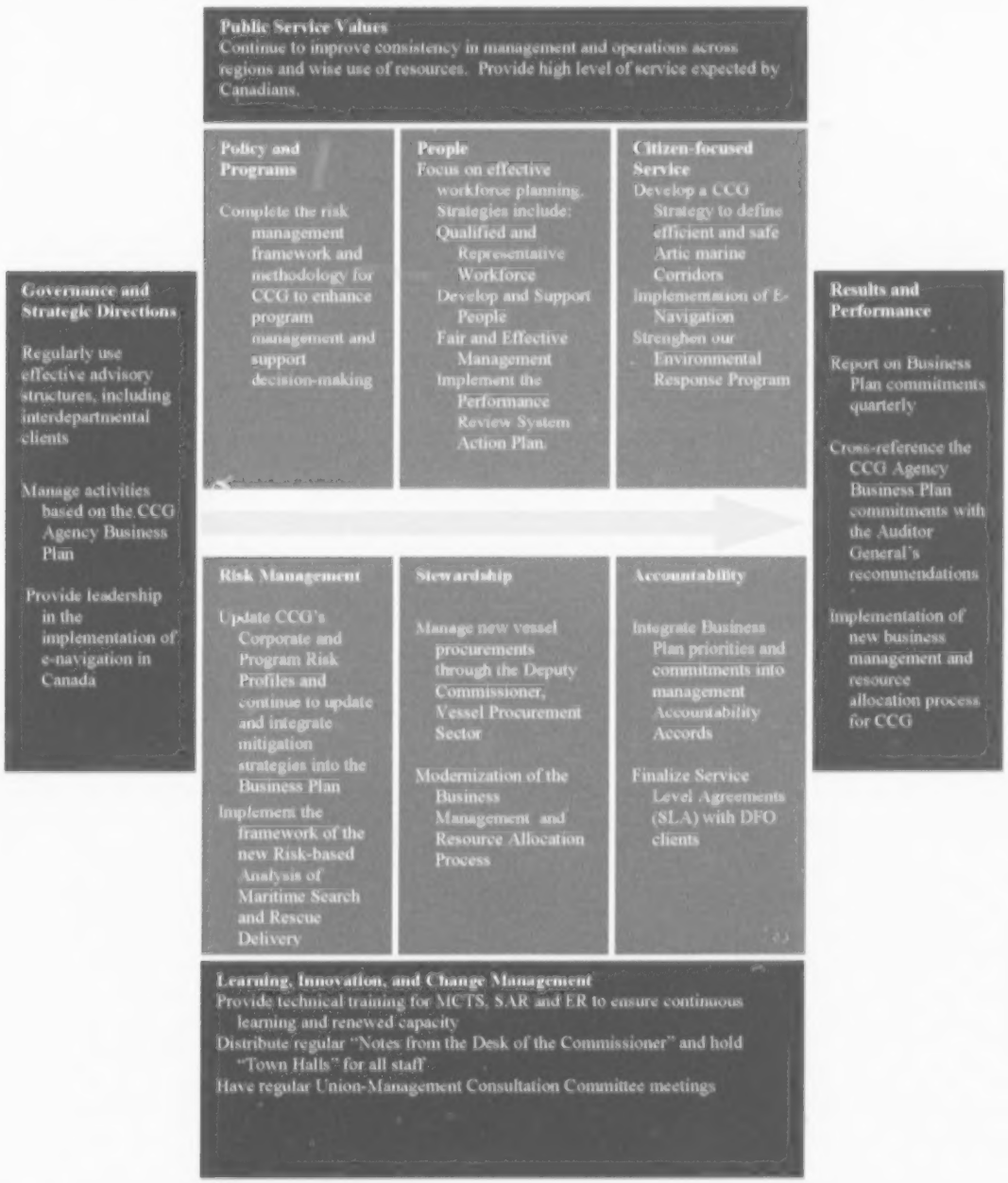
- Examples of ongoing work: gap analysis assessment of the various e-navigation data sources and services; development of a concept of operation and an implementation plan for the e-navigation portal and collaboration on the work on the e-navigation phase II project towards the implementation of a dynamic under keel clearance system for use in the St. Lawrence River shipping channel.
- Develop policy for use of AIS that will support the implementation of the e-Navigation concept, in collaboration with other key federal departments and the shipping industry.
- Commence the Implementation of the e-Navigation portal.
- Assist the Port of Montreal in the feasibility test for the implementation of the dynamic under keel system for use in the St. Lawrence River shipping channel.
- **Completed and Ongoing.**

- AToN21
  - **Completed**.
- Marine Services Fees
  - Establish a task force for the purposes of reviewing and rebuilding the costing methodology and/or the cost of CCG services allocated to commercial users.
  - Develop a stakeholder consultative framework.

12. Fisheries and Oceans Canada should develop and implement an overall strategy for the future of its light stations, considering maritime safety and heritage objectives (paragraph 2.90).
Completed.

Annex C: Management Agenda

The Coast Guard has a clear management agenda that is consistent with the broader Management Accountability Framework (MAF) that applies to all departments and agencies (www.tbs-sct.gc.ca/maf-crg/overview-apercu/elements-eng.asp). The following chart lists some of the initiatives and activities that the Coast Guard is undertaking over the next three years that relate to the ten elements of the MAF.


Public Service Values
Continue to improve consistency in management and operations across regions and wise use of resources. Provide high level of service expected by Canadians.
Policy and Programs
Complete the risk management framework and methodology for CCG to enhance program management and support decision-making
People
Focus on effective workforce planning. Strategies include:
Qualified and Representative Workforce
Develop and Support People
Fair and Effective Management
Implement the Performance Review System Action Plan.
Citizen-focused Service
Develop a CCG Strategy to define efficient and safe Artic marine Corridors
Implementation of E-Navigation
Strengthen our Environmental Response Program
Governance and Strategic Directions
Regularly use effective advisory structures, including interdepartmental clients
Manage activities based on the CCG Agency Business Plan
Provide leadership in the implementation of e-navigation in Canada
Results and Performance
Report on Business Plan commitments quarterly
Cross-reference the CCG Agency Business Plan commitments with the Auditor General's recommendations
Implementation of new business management and resource allocation process for CCG
Risk Management
Update CCG's Corporate and Program Risk Profiles and continue to update and integrate mitigation strategies into the Business Plan
Implement the framework of the new Risk-based Analysis of Maritime Search and Rescue Delivery
Stewardship
Manage new vessel procurements through the Deputy Commissioner, Vessel Procurement Sector
Modernization of the Business Management and Resource Allocation Process
Accountability
Integrate Business Plan priorities and commitments into management Accountability Accords
Finalize Service Level Agreements (SLA) with DFO clients
Learning, Innovation, and Change Management
Provide technical training for MCTS, SAR and ER to ensure continuous learning and renewed capacity
Distribute regular "Notes from the Desk of the Commissioner" and hold "Town Halls" for all staff
Have regular Union-Management Consultation Committee meetings

List of Acronyms

A-Base	2006 A-Base Review
AC	Assistant Commissioner
ACV	Air Cushion Vehicle
AG	Auditor General
AIS	Automatic Identification System
AMS	Asset Management System
AS	Administrative Services Group
AWPPA	*Arctic Waters Pollution Prevention Act*
C&A	Central and Arctic
CCG	Canadian Coast Guard
CCGA	Canadian Coast Guard Auxiliary
CCGC	Canadian Coast Guard College
CCGS	Canadian Coast Guard Ship
CCS	Communication Control System
CESD	Commissioner of the Environment and Sustainable Development
CHRBP	Common HR Business Process
CHS	Canadian Hydrographic Service
CIS	Canadian Ice Service
CMSG	Canadian Merchant Service Guild
CPT	Continuous Proficiency Training
CR	Clerical and Regulatory Group
DC	Deputy Commissioner
DFO	Fisheries and Oceans Canada
DG	Director General
DGPS	Differential Global Positioning System
DND	Department of National Defence
EAP	Economic Action Plan
ED	Executive Director
EE	Employment Equity
EG	Engineering and Scientific Support Group
EL	Electronics Technologists
EN	Engineering Group
ER	Environmental Response
EX	Executive Group
FOR	Fleet Operational Readiness
FRP	Fleet Renewal Plan
FTE	Full-Time Equivalent
GL	General Labour and Trades Group
GT	General Technical Group
HR	Human Resources
HSE	Health, Safety and Environmental
IALA	International Association of Marine Aids to Navigation and Lighthouse Authorities
IBMS	Integrated Business Management Services
ICS	Incident Command System

IIP	Integrated Investment Plan
IMO	International Maritime Organization
IMPC	Interdepartmental Marine Pollution Committee
INNAV	Information System on Marine Navigation
ITS	Integrated Technical Services
JRCC	Joint Rescue Coordination Centre
LED	Light-Emitting Diode
LOS	Levels of Service
LRIT	Long Range Identification and Tracking
MAF	Management Accountability Framework
MB	Management Board
MCTS	Marine Communication and Traffic Services
MELDEV	Marine Electronics Development
MOU	Memorandum of Understanding
MP	Major Projects
MRRS	Management Resources and Results Structure
MRSC	Marine Rescue Sub-Centre
MSET	Marine Security Enforcement Team
MSOC	Marine Security Operations Centre
MSPV	Mid-Shore Patrol Vessels
NAFO	Northwest Atlantic Fisheries Organization
NAVAREA	Navigational Area
NCC	National Coordination Centre
NCR	National Capital Region
NMAB	National Marine Advisory Board
NORDREG	Northern Canada Vessel Traffic Services Zone Regulations
NOTMAR	Notices to Mariners
NOTSHIP	Notice to Shipping
NS	National Strategies
NSPS	National Shipbuilding Procurement Strategy
NWT	Northwest Territories
O&M	Operations and Maintenance
OAG	Office of the Auditor General
OCCOE	Organization and Classification Centre of Expertise
OFSV	Offshore Fishery Science Vessels
OGD	Other Government Department
OHS	Occupational Health and Safety
OOSV	Offshore Oceanographic Science Vessel
PAA	Program Activity Architecture
PDP	Professional Development Program
PMF	Performance Measurement Framework
PRS	Performance Review System
PSES	Public Service Employee Survey
PWGSC	Public Works and Government Services Canada
R&D	Research and Development

RAMSARD	Risk-based Analysis if Maritime Search and Rescue Analysis
RCMP	Royal Canadian Mounted Police
RHQ	Regional Headquarters
RO	Radio Operations Group
ROC	Regional Operations Centre
SAC	Strategic Advisory Council
SAR	Search and Rescue
SBAR	Shore-based Asset Readiness
SC	Ships' Crew Group
SCOFO	Senate Standing Committee on Fisheries and Oceans
SCOPA	Standing Committee on Public Accounts
SLA	Service Level Agreement
SMS	Safety Management System
SO	Ships' Officer Group
SOA	Special Operating Agency
SOLAS	International Convention for the Safety of Life at Sea
SOP	Standard Operating Procedures
SPAC	Senior Project Advisory Committee
TBS	Treasury Board Secretariat
TC	Transport Canada
TSB	Transportation Safety Board of Canada
UNCLOS	United Nations Convention on the Law of the Sea
VHF	Very High Frequency
VLE	Vessel Life Extension
VMM	Vessel Maintenance Management
VNR	Vote Netted Revenue
VP	Vessel Procurement
VTS	Vessel Traffic Services
WDIS	Workforce Development and Information Strategies
WFA	Work Force Adjustment
WMB	Workforce Management Board